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CARS! CARS! CARS!

Why park your car when someone else will do it for you? **P. 4**

Taxi owners' existential crisis **P. 6**

A road map for Uber **P. 8**

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Killing the city

Anti-change activists use every trick they can to block developers from reinventing New York **PAGE 12**

Preservation warriors fight builders bent on turning NYC into a skyscraper forest **PAGE 12**

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Fast-food wage hike puts all owners on notice

The implications of a state labor board's July 22 decision to raise the minimum wage for fast-food workers to \$15 an hour from \$8.75 are clear: **Other industries with low-wage workers could find themselves facing a similar pay hike soon.**

¶ Next up is likely the retail industry, followed by home care, child care and even adjunct professors, said **Amy Traub**, a senior policy analyst at **Demos**, a liberal think tank.

¶ "The patchwork of wage hikes by locality and industry, as well as the falling unemployment rate, will **exert pressure on many low-paying businesses to raise wages**," Ms. Traub said. ¶ Companies are likely to respond by reducing staffing, lengthening shifts and raising prices. Some, including **Gap Inc.** and **Wal-Mart**, have tried to head off the issue by paying their employees more. (See Greg David, Page 9.) ¶ Already, 1,200 baggage handlers and security guards at John F. Kennedy and LaGuardia airports nearly walked out in July after seeking a deal to unionize for better pay. ¶ Gov. **Andrew Cuomo** can't enact an across-the-board wage hike—he'd need the legislature and Senate Republicans for that—but he can **repeat his fast-food recipe**: Handpick a wage board to focus on a particular industry, then use its recommendation to allow the labor commissioner to raise pay. Get ready to pay more for that \$5 **Forever 21** T-shirt.

—ADRIANNE PASQUARELLI



LISTEN to a discussion at CrainsNewYork.com/podcasts

TAKING OFF

Jet.com, the Hoboken, N.J.-based shopping site from e-commerce guru Marc Lore of Diapers.com fame, launched with prices as much as 15% lower than the competition—primarily Amazon. Yet the established player wasn't worried. Amazon re-

ported an unexpected profit of \$92 million and a 20% jump in revenue for its second quarter, sending shares soaring.

WALL STREET MESSAGING PROBE

Symphony Communications, a messaging system used by banks including Goldman Sachs Group and Credit Suisse AG, is under investigation by New York regulators, who are concerned with the communication provider's transcript retention abilities.

TUMBLING SHARES

IBM logged yet another quarterly revenue decline—its 13th in a row. Citing a drop in software revenue, the Westchester behemoth reported \$20.8 billion in revenue, down 13.5% from the year-earlier period. Its stock fell nearly 6% as a result.

STATE SENATORS BOOTED

State Sens. Thomas Libous and John Sampson were both found guilty of lying to federal authorities. The convictions triggered a state law forcing Mr. Libous and Mr. Sampson to give up their seats. Mr. Libous was the No. 2 ranking Republican in the state Senate. Mr. Sampson, a Brooklyn

Democrat, was once majority leader.

WEST SIDE STORY

The Related Cos. is near 100% occupancy for 10 Hudson Yards. The developer is in talks to lease the remaining 175,000 square feet of the West Side tower.

COSTLY COMMUTE

The Metropolitan Transportation Authority proposed a 4% bump in fares for 2019, following an increase in 2017, despite rosier-than-expected revenue that will allow it to contribute another \$1 billion toward its five-year capital plan. The cost of a subway ride went up in March by a quarter, to \$2.75.

NEW HOME, SAME CAFE

With high rents pushing it out of its longtime East 16th Street home, Danny Meyer's Union Square Cafe has found a new spot a mere three blocks away, at 235 Park Ave. South at East 19th Street. The restaurant signed a 15-year deal and will replace City Crab & Seafood Co. starting next year.

—ADRIANNE PASQUARELLI



EXECUTIVE EDITOR'S NOTE

Bronx boondoggle



Jeremy Smerd

After six disastrous years, the Bronx Parking Development Co. is falling even faster into the financial abyss. Still, there may be hope for the boondoggle in the Boogie Down. First, some context. Bronx Parking, you might remember, is the company that built a slew of garages next to Yankee Stadium that the team just *had* to have

alongside its new venue. The parking development company created by the Bloomberg administration received \$237 million in tax-exempt bonds to increase parking by 75% for a new stadium that had fewer seats, a new nearby Metro-North station and a mall with cheaper spaces a few blocks away. It's been losing money ever since. Last year, it lost \$29 million, according to an audit released in July. Its net assets are now a negative \$13 million. It defaulted on its bonds and entered into a forbearance period that ends Dec. 31. Hence the auditor's remarks: "These conditions, as well as the company's inability to maintain required cash reserves, raise substantial doubt about its ability to continue as a going concern." But, as I said, there may yet be hope. Change is coming in the confluence of two seemingly separate trends. The first is that Manhattan parking garages are being sold at a steady clip to developers hoping to turn them into high-rises. Manhattan drivers may soon have as much trouble finding a garage to park in as they do finding a place to fill their tank. Meanwhile, as Matthew Flamm reports on Page 4, startups are sniffing opportunity. These are companies that pick up and drop off your car where you live and park it in a garage far from you—for a fee, of course. Most of these businesses are taking shape in Manhattan and parts of Brooklyn. Let's hope they take off. If the trend continues, the South Bronx may become the answer to our parking woes, and we'll be glad we overbuilt there years ago.

THIS WEEK IN CRAIN'S



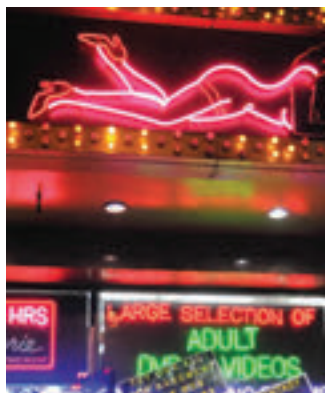
SMALL BUSINESS
Hot Bread's Ruth Rodriguez is among a growing number of tortilla makers in NY. P. 4

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SEX SHOPS STAY

An appeals court ruled that the city's adult video stores, bookshops and topless-dancing venues are protected by the First Amendment, as long as no more than 40% of their offerings have sexual content. Many free-speech advocates applauded the decision, while the city's Law Department said it is reviewing it.

Are boro's hip havens poisonous?

'Toxic map' will reveal contaminants on old manufacturing sites

BY CARA S. TRAGER

Savoring an afternoon coffee at the Starbucks on North Seventh Street in Williamsburg, Matt Dallow showed little sign of concern that where he sat was once the site of a toxin-emitting manufacturing plant.

"I guess that's why the coffee is so good," joked Mr. Dallow, an actor/accordionist who moved into the neighborhood in the fall. "No matter where you go, there is no way to avoid imminent dangers of life."

Maybe not, but it remains to be seen whether others will dismiss similar revelations due out in September. That's when a community group will unveil a digital map pinpointing hundreds of spots in Brooklyn's Greenpoint and Williamsburg sections with long histories of hazardous chemicals, some of which got cleaned up years ago and some which did not.

"Areas that haven't been developed are the ones to be concerned with," said Juan Reyes, a partner and head of the zoning and land-use practice at law firm Seyfarth Shaw, adding that many sites have yet to be

See TOXIC MAP on Page 10



HOT OFF THE PRESSES: Workers at Hot Bread Kitchen use \$150,000 worth of equipment to churn out tortillas that sell for \$4 per 12-pack.

BUCK ENNIS

SMALL BUSINESS

Tortillas on the rise

Move over, matzo: Meet the unleavened bread that's a fast-rising baked good in New York

BY ELAINE POFELDT

The cooks in the kitchen of Otto's Tacos spend much of their day making dough from nixtamal corn, then pressing it into hundreds of golden tortillas they finish on a flat-top grill before serving hot and soft, with a touch of crispiness

on the outside.

It's a labor of love that is finally paying off. Otto's, which has a location in both the East Village and the West Village, is planning to open a third in Hell's Kitchen.

"Tortillas were part of my culture and upbringing," said founder Otto Cedenio. His father is from Ecuador and mother is from Nicaragua,

but he grew up near Los Angeles. "I've been a fan for many years."

For many New Yorkers, the words "unleavened bread" conjure up memories of matzo, late-night seders and looking for the *afikomen*. That is slowly changing. The humble tortilla is on the rise, lifted by a growing Hispanic population and entrepreneurs capitalizing on an artisanal food craze that has put an emphasis on healthy and freshly prepared cuisine.

The taste for tortillas reflects a national

See TORTILLAS on Page 22

What's harder than owning a car in New York? Parking it

With high-rises replacing garages, startups fill the gap with valet service

BY MATTHEW FLAMM

On a recent weekday afternoon, Upper West Sider Christopher Koh drove some friends to the Metropolitan Museum of Art to view the Van Gogh irises. They then got back in his Hyundai for a ride to Xi'an Famous Foods on East 78th Street, where they ate dinner before he drove everyone home.

Not once did he have to park or retrieve his car. Those chores were performed by blue-jacketed valets summoned by an app on Mr. Koh's phone and employed by the San Francisco-based startup Luxe.

"We could have used a car service," Mr. Koh said. "But this ended up being cheaper." The bill came to \$26, which included a \$5 tip.

Luxe, which recently launched its service in parts of Manhattan and

You no longer need to schlep to a garage to get your ride

Brooklyn, joins two other valet startups on a mission to make life with a car in overcrowded New York a manageable affair. They also offer a solution to the biggest challenge facing many local car owners: find-

ing an affordable place to keep the vehicle off the street.

All three companies feature a long-term parking option at a significant discount to what New Yorkers typically pay, with valets delivering the cars and taking them back at no additional cost. They pull off this feat by renting habitually underused spaces, often in out-of-the-way places, from garages around the city.

In some ways, the startups' timing couldn't be better. Though Uber and Lyft have been transforming the hired-car experience, and Zipcar and Car2go offer alternatives to rentals, there has been little innovation aimed at helping people get around in their own cars.

Just as important, as commercial property values soar, parking lots and garages continue to be slated for development, particularly in Man-

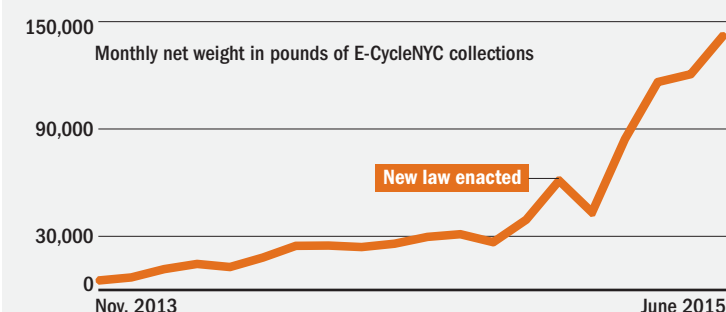
See PARKING on Page 23

STATS AND THE CITY

by Gerald Schiffman

GARBAGE IN, GOLD OUT

SIX MONTHS AFTER NYC BANNED RESIDENTS from trashing electronics, participation in the Department of Sanitation's E-CycleNYC program has skyrocketed. That's good news for the city's recycler. Electronic Recyclers International makes money by extracting precious metals from old computers and other devices.



The average New Yorker owns an estimated 14 pounds of recyclable e-waste—old computers, phones and TVs—which, if not properly disposed of, is harmful to the environment.

12 Ounces of gold in a typical ton of e-waste (which also contains significant amounts of copper, platinum and silver)

\$10M Projected revenue in 2015 from the e-waste gold

1% Estimated portion of residential e-waste captured by E-CycleNYC, suggesting that there is a gold mine yet to be tapped in the city's old electronics

Sources: ERI, NYC Department of Sanitation, io9, Royal Society of Chemistry, Population Reference Bureau

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THE INSIDER

by Erik Engquist and Andrew J. Hawkins

Taxis warn of industrywide collapse

The conventional wisdom that Mayor **Bill de Blasio** sought to cap Uber's growth as a favor to the taxi industry made no sense to **Todd Higgins**. The attorney and his clients—four credit unions who financed taxi-medallion purchases—saw the proposal as a diversion from an existential crisis facing yellow cabs. And on that issue, Mr. de Blasio is defending Uber's right to operate in a way that taxi interests say only yellow cabs can.

While Uber has been growing at 3% a month, a slew of taxi-medallion owners have fallen behind on their loan

payments to the credit unions. One of the lenders, Queens-based Melrose Credit Union, has seen delinquencies on medallion loans jump by 22%, to more than \$200 million, since the end of May. In January, those loans were all current.

"There's no more runway, no more bandwidth to modify loans," Mr. Higgins said. "Our only option left is to start foreclosing on medallions."

But that could lead to a doomsday scenario, once the lenders try to sell those medallions.

"There are no buyers in this

market," the attorney said. "It's a completely illiquid market."

It would take a brave investor indeed to purchase medallions now because the revenue they produce is falling, and the bottom is anyone's guess. A medallion was worth about \$1 million two years ago, but two recently changed hands for about \$700,000 each. In a mass sale of foreclosed medallions, prices could fall much further.

That would compel lenders such as Melrose, which has a security interest in more than 3,000 medallions, to mark down the values



BUCK ENNIS

of their portfolios. To offset the drastic change in loan-to-equity ratios, lenders would foreclose on

'Our only option left is to start foreclosing on medallions'

more medallions and sell them, driving prices down even more and creating a negative feedback loop—perhaps even a death spiral.

"While the mayor's engaged in a

political brawl with Uber, Rome is burning," Mr. Higgins said. "We're talking about an industry that's about to collapse."

The dire warning is intended to persuade a Queens judge to compel the city to stop Uber and other ride-share companies from scooping up customers who hail them with smartphone apps.

The app makers and the city's Taxi & Limousine Commission contend that electronic hails are prearranged travel, and thus fair game for non-taxis.

The Law Department is defending that position in court against Mr. Higgins, who is pressing state Supreme Court Justice **Denis Butler** to forbid Uber cars from answering e-hails while the case is

pending. The lenders consider this crucial because a ruling against taxis would lead to more medallion foreclosures and unrecoverable losses while the case drags on.

Another development last week bolstered the claim that taxis are in trouble. **Evgeny "Gene" Freidman**, one of the largest owners of medallions, filed for bankruptcy protection for 22 of his companies. Collectively, they own 46 medallions that Citibank is trying to seize for nonpayment of loans.

"This is a power move," Mr. Freidman insisted in a brief phone interview. "This is a not a move from weakness."

His spokesman said the filing was necessary because of "inflexible, predatory banks ignoring the unparalleled crisis facing the medallion industry."

Mr. Freidman is said to own more than 200 taxi medallions but controls hundreds more through his company Taxi Club Management. His financial troubles became public earlier this year when Citibank sought to seize nearly 90 of his medallions. A judge froze the medallions but denied the bank's request to capture them after Mr. Freidman's lawyer argued it would pressure the entire yellow-cab industry.

The taxi mogul is a major donor to Mr. de Blasio, having bundled more than \$50,000 in contributions for the mayor's 2013 campaign. ■

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SUNY faces LICH lawsuit (again)

A coalition of pastors is praying for yet another legal intervention in the State University of New York's sale of **Long Island College Hospital** to the **Fortis Property Group**, a deal signed a year ago after many court challenges. LICH's sale to Fortis was only finalized on July 24 by a court ruling. That opened a window of opportunity for the coalition, called **Mobilizing Preachers and Communities**, which filed a complaint in Brooklyn Supreme Court last week.

The legal challenge claims SUNY did not follow guidelines for working with minority- and women-owned businesses when it awarded the sale contract to Fortis after a highly contested bidding procedure.

The complaint asserts SUNY is subject to a state law that "requires state institutions, like SUNY, to increase the participation of minorities and women-owned businesses in state contracts."

The action seeks a new contract award process "to allow MWBE businesses to be represented."

The coalition's **Johnnie Green**, chief executive and a plaintiff in the case, said in a statement it was "no longer acceptable that city and state agencies continue to give only lip service to MWBE inclusion on these multibillion-dollar public-private projects." He added that minority- and women-owned firms were "being systematically excluded... which means MWBE sub-contractors have no chance."

A spokesman for SUNY said in a statement that it "has at all times complied with both the spirit and letter of the law. The plaintiffs' charges are without merit and have already been rejected by the court."

The July 24 ruling, he added, "will facilitate SUNY Downstate Medical Center's ability to continue providing a world-class medical education to its students."

SUNY maintains the LICH sale isn't subject to the contracting law because it is a real estate transaction, not a procurement contract.

Still, the coalition's case has had an influence on the Fortis project. In June, SUNY told the group that Fortis had volunteered to reach an MWBE goal of 20% as it redevelops LICH. SUNY will have an independent firm monitor Fortis' implementation of that standard and will report the developer's progress publicly.

—BARBARA BENSON

Speaking of LICH ...

NYU Langone Medical Center is proposing a \$204 million ambulatory care center and freestanding emergency department on the site of Long Island College Hospital, which closed in May 2014.

NYU Langone-Cobble Hill, an emergency department, currently operates at 83 Amity St., around the block from the proposed site. The new 160,000-square-foot facility at 70 Atlantic Ave. will include a multispecialty ambulatory surgery, a cancer center, a diagnostic imaging center, a laboratory and a pharmacy. Set to open in 2018, the facility will have 10 patient bays, 12 private flex-patient spaces and two inpatient beds. The cancer center will have 20 patient infusion slots.

NYU Langone said the relocation is necessary because the current site is "less than an ideal space and will not be able to accommodate the projected visit volume or provide ameni-

ties that patients expect." The current freestanding emergency department, which opened last October, has had 4,400 visits so far, and expects to have 10,600 in its first year.

—JONATHAN LAMANTIA

Hospital branding goes retail

Hospitals in New York routinely spend heavily on advertising. The

Mount Sinai Health System, for example, just ran full-page ads in local newspapers as part of an expensive multimedia marketing blitz. The **Hospital for Special Surgery** also has a healthy ad budget, but it's trying another way to raise brand awareness.

The orthopedics powerhouse rolled out a new online store and clothing line linked to its "Back in the Game" campaign and online patient forum. More than 800 patients have posted their recovery stories on

the hospital's website. With the click of a button, each one can be shared with the #backinthegame hashtag—and patients can now buy athletic apparel featuring the slogan.

"A brand can pivot from standing for what you do to standing for what you mean," said an HSS spokesperson. It's something mature brands frequently do in other categories, but rarely, if ever, is done in the hospital industry, he added.

The store is not meant to be a major source of revenue. Still, plans call for going beyond T-shirts and hoodies to selling apparel related to such activities as cycling and gardening.

—CAROLINE LEWIS



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WHO SAYS YOU
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Uber and the road forward

Uber has certainly shaken up New York during its rapid rise to the top of the city's for-hire vehicle industry. Taxi interests say the car service with the killer app is destroying their formerly flourishing business. Black-car companies accuse Uber of stealing their drivers. Mayor Bill de Blasio says Uber's fast growth is worsening traffic congestion and not creating great jobs. The business world, meanwhile, has warned City Hall that curbing Uber would stifle innovation. Uber and its allies contend that the mayor has been biased by campaign contributions from the taxi industry. All these views are a mixture of truth and spin, and there are some complex issues to resolve. One thing is clear, though: We must not go back to the pre-Uber days. There's much to love about ride-share apps. No phone calls. Fast responses. Outer-borough service. Equal treatment of minorities. Cashless transactions. Carpooling. We even like Uber's surge pricing because it makes cars available when New Yorkers need them most. All these benefits must be preserved. The law, however, gives taxis the exclusive right to answer hails from customers who are ready to travel. Other cars are limited to prearranged travel. A lawsuit is pending, and if the courts rule that app makers are violating taxis' domain, the gains of the Uber era could be lost. The outcome is not obvious. Uber's Manhattan pickups

take one or two minutes—more like on-demand than prearranged travel. Uber cannot pick up a customer raising an arm; is pressing a thumb to a smartphone much different? The argument for apps is also strong: If non-taxis can get passengers who call on a phone, getting those who click on one should also be legal. After all, that is how people communicate these days. The stakeholders should resolve this rather than let lawsuit rulings shape the transportation system. Any solution needs to protect technology's gains and leave the road clear for more. It should clarify the line marking yellow cabs' domain or erase it, as app-based car services are now benefiting the riding public more than the government-engineered taxi monopoly ever did. A buyout of medallion owners could be negotiated. Finally, traffic and other impacts of automobile travel can be addressed by imposing congestion fees to fund mass transit and fix roads and bridges. Road pricing is the inevitable foundation of surface transportation, and we are glad that Uber's growth has inspired the mayor to consider it at last.

One thing is clear: We must not go back to the pre-Uber era

COMMENTS

Verizon's defense doesn't ring true

DESPERATE FOR FIOS Verizon's claims in "Verizon broke its promise to deliver fiber-optic broadband, says city" (Crains NewYork.com) are untrue. I have been told by Verizon that FiOS is not planned to be available in the foreseeable future at the following locations: the north side of 23rd Street between Ninth and 10th avenues, the south side of West 20th Street between Eighth and Ninth avenues; the east side of Madison Avenue between East 42nd and East 43rd streets, and the west side of Madison Avenue between East 51st and East 52nd streets. Its availability has remained unchanged for three years. —KEITH G. Manhattan

We are a small business on Hillside Avenue in Jamaica, Queens, and are frustrated by Verizon's FiOS rollout. Dependable, affordable broadband is critical for the city's small businesses to compete. We have been told by a Verizon engineer that residential rollout takes

precedence over commercial interests, but as soon as an area is served by FiOS, then business requests can be accommodated. We put in our request more than a year ago. Since then quite a few residential service requests have also been placed within our square block. Verizon has not acknowledged our request or provided any information on when FiOS will come to the area. —MICHAEL SHAW Vice president Jamaica Blue Print

FALSE PREMISES Jeremy Smerd's July 13 Executive Editor's Note succumbs to tempting arguments about the proposed development at Brooklyn Bridge Park's Pier 6: Its developers got a sweetheart deal, the park could avoid more development through legislation, and the project would devour precious public space. They're all false. Our proposal is far from a special developer arrangement. The

park's commercial sites fund the park through payments in lieu of taxes (PILOTs) and rent. Rent levels were determined through a highly competitive selection process, based on PILOT levels equivalent to taxes owed by any developer in the city. Mr. Smerd's proposal to demand more of developers through legislation wouldn't work because any increase in PILOTs would be offset by an equal reduction in rent. Finally, the Pier 6 development parcels were never parkland. The park's project footprint contains sites designated for development and sites for parkland. There's no park to be "protected." We wouldn't be able to maintain our current space, and add 15 more acres of parkland soon, without the Pier 6 project. —REGINA MYER President, Brooklyn Bridge Park

HUD ANSWERS Re "Supreme Court ruling casts a shadow on city's affordable-housing effort" (July 14):

The Supreme Court's recent ruling in *Texas Department of Housing and Community Affairs v. Inclusive Communities Project* did not change the interpretation of the Fair Housing Act. To the contrary, it affirmed a longstanding principle of the act by allowing challenges to race-neutral policies that have a disproportionate impact on minorities if those policies are not otherwise justified by a legitimate government purpose. This is consistent with HUD's long-held interpretation of the statute and that of every court of appeals that has considered the matter. There is no reason to believe the continued application of the Fair Housing Act in cases of unjustified disparate impact will hurt Mayor Bill de Blasio's housing plan in any way. HUD will continue to support the city's ambitious housing goals while ensuring that all Americans are on equal footing in their search for safe, affordable homes. —HOLLY LEICHT Regional administrator U.S. Department of Housing and Urban Development

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BILL RUDIN AND CHRIS HAMEL

Streamlined bidding works—so expand it

New York's infrastructure is in dire need of investment. The massive backlog of needs—more than \$47 billion of them in New York City alone—requires funding soon, and taxpayers have to foot the bill.

Fortunately, there is a way to reduce the cost significantly. Traditional government procurement for construction projects is “design-bid-build,” meaning the design firm is selected first

and then its design is used to solicit bids from construction contractors. We can compress this process so a single bidder handles design and construction. New York should expand its use of what is called design-build.

This streamlined method is widely viewed by policymakers as essential to address our nation's infrastructure funding shortfall. Today, 41 states have authorized broad use of design-build to save on costs. But New York's legislature has not.

This spring, the Association for a Better New York and RBC Capital Markets sponsored a study on design-build. Written by the NYU Rudin Center for Transportation Policy and Management, it documents compelling savings and other advantages of design-build for New

York taxpayers.

The Cuomo and de Blasio administrations have been advocating for this important procurement tool. In 2011, Gov. Andrew Cuomo successfully advanced through the legislature a bill authorizing five state agencies to use design-build. It was renewed in the 2015 state budget but remains limited to five agencies.

New York's restriction of design-build is disappointing because it's the taxpayers who lose. It has been proved that for certain projects, this method saves money, speeds up work and holds one entity accountable for problems—results taxpayers need and deserve.

This limited design-build authority has yielded substantial savings that can be seen most dramatically in the construction of the new

Tappan Zee Bridge. It has saved 30% from what the project would have cost under the traditional design-bid-build model. And the bridge will be completed 18 months earlier. There are numerous benefits to an accelerated completion date, not the least of which is faster relief for taxpayers from the \$100 million annual maintenance cost of the old bridge.

Importantly, the Tappan Zee replacement also involved a project labor agreement with construction unions that details employment rules for the job. In the deal, unions approved various efficiencies for day-to-day operations in exchange for the state's commitment to use union labor for the on-site work. This partnership with organized labor can further trim costs.

Expanding design-build is a critical next step to addressing New York's growing infrastructure needs. It's an opportunity to make existing revenues go further in a state that's home to some of the country's most iconic pieces of municipal infrastructure. It's time for New York to adopt what has emerged as a national procurement standard and use all the tools at its disposal to expedite the repairs that will keep our families safe and our economy running.

This is where the state legislature can deliver the immediate value New York taxpayers expect and deserve.

Bill Rudin is chairman of the Association for a Better New York. Chris Hamel is head of municipal finance at RBC Capital Markets.

Fast-food wage hike may pay off for biz

The people who run fast-food restaurants believe the Cuomo administration's increase in the minimum wage for their workers to \$15 (eventually) will cripple their businesses. Conservative economists and advocates contend wage hikes will eliminate jobs.

Wal-Mart begs to differ. And that suggests last week's decision in New York will play out in unexpected and interesting ways.

Earlier this year, under intense pressure from activists and

maybe its own store managers, Wal-Mart raised its lowest pay to either \$9 an hour or \$1 more than the minimum in any U.S. locality. It promises another hike, to \$10, next year.

Did disaster ensue? No. Turnover declined, said Chief Executive Doug McMillan in June, and job applications went up. He said the increase to \$10 would be followed by others.

Wal-Mart got tired of losing its best workers to places like Costco, which has always paid more. The mega-chain also feared what would happen as competitors such as the Gap raised wages. Target quickly matched Wal-Mart's move.

Now the question is whether that dynamic will come to New York.

Not much is likely to happen in January, when the city minimum for



GREG DAVID

fast-food workers will jump to \$10.50 an hour, compared with \$9 for all other workers. That's a 17% difference. Some workers will react by staying in fast food or seeking jobs in the sector, but probably not many.

Expect more impact in 2017. At

PAYING MORE THAN NYS

Hourly minimum wages as of January 2016

District of Columbia	\$10.50
California	\$10.00
Massachusetts	\$10.00
Connecticut	\$9.60
Rhode Island	\$9.60
Vermont	\$9.60
Washington	\$9.47
Oregon	\$9.25
Nebraska	\$9.00
New York	\$9.00

Source: National Conference of State Legislators

that point, fast-food outlets in the city will pay \$13.50, or 50% more than \$9. They also will be shelling out 26% more than the \$10.75 that fast-food outlets in the suburbs will be paying.

Fast-food restaurants will be inundated with applicants and will be able to hire and keep the best workers. Moreover, suburbanites likely will seek jobs in the city. That's what happened in the Pacific Northwest when Washington state hiked its minimum wage. Workers began commuting from Idaho, which hadn't matched the increase.

Other scenarios are possible. Many employers may hike their pay to keep their better workers and expect cost savings from lower turnover to offset the higher pay-outs. Or the state legislature might raise the general minimum wage.

If not, we will find out whether the businesses that predict disaster or Wal-Mart are right about the impact of sharply higher wages.

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‘Toxic map’ to reveal contaminated sites

Continued from Page 4
decontaminated.

Right now, though, most north Brooklyn residents and business owners are taking the prospect of the toxic map in stride, leaving it to a minority to fret that it could scare away customers or puncture property prices in two of the borough's hottest enclaves.

Instead, they anticipate that the map will empower community members to join forces to address any

\$50K
TWO-YEAR budget

2
NEIGHBORHOODS involved

2014
PROJECT launched

lingering contaminants near where they live, work and play. Many take heart in the example of gritty Gowanus, a few miles south, an area that has boomed despite its fetid canal and designation as a federal

Superfund cleanup site.

“This is a positive, not a negative,” said Ursula Doukhovetzky, who lives in Greenpoint and owns Ula’s Real Estate Inc., a residential and commercial agency with two offices in the area. “When the map comes out, it should [lead] to action and government spending to clean up Greenpoint.”

‘Laser focus’

Josh Cohen, a Williamsburg resident for 10 years and a local restaurateur whose holdings include Jimmy’s Diner and the soon-to-open restaurant Lilia in Williamsburg, as well as the music venue Saint Vitus in Greenpoint, shares that sentiment.

The contamination issue “will be something else for people to laser-



STAYING PUT: Williamsburg restaurateur and community board member Josh Cohen (with wife Blair Papagni and son Crosby) said he and his family are “not going anywhere.”

focus in on and contact those agencies until [the contamination] is taken care of,” said Mr. Cohen, who sits on the environmental committee of Community Board No. 1, which includes Greenpoint and Williamsburg. “I have three small children, under 10 years old, and we’re not going anywhere.”

The map, developed by Williamsburg-based community organization Neighbors Allied for Good Growth, or NAG, in conjunction with the nearby Pratt Institute, pulls together publicly available information from several sources. Those include the state’s departments of Environmental Conservation and Health, as well as the federal Environmental Protection Agency and the city’s Department of Health and Mental Hygiene.

According to NAG board chair Rita Pasarell, the map will cite such spots as the North Seventh Street Starbucks, the site of an electroplating and metal-finishing operation until the late 1990s. There, federal crews cleaned up nearly 7,000 gallons of ground pollutants. Another lot, on the corner of Dupont Street in Greenpoint, formerly housed the NuHart Plastics factory, now a state Superfund site with high levels of phthalates, trichloroethylene and petroleum.

NAG won a \$50,000 Environmental Justice Community Impact Grant from the state Department of Environmental Conservation to help pay for a community education campaign, including the map, said Ms. Pasarell. Additionally, the department provided \$50,000 to hire

a technical adviser to review the proposed remediation of the NuHart site, which has been purchased for residential development.

“There was concern that we would get some pushback [about

the map] from property owners in the area, and we haven’t at all,” said Jennie Romer, a NAG environmental community organizer who has conducted walking tours that include past and present contaminated sites. In that same spirit, the map launch will be followed by workshops to publicize it and train people on how to use it.

Weighing the risks

Diana Zelvin, a business coach who has lived in Greenpoint for more than a dozen years, insisted the revelations will not chase her family away or dent the value of the home she shares with her husband and child.

“Better to be informed than not,” she said. “And where we live, people almost give away their firstborn for a one-family house.”

For her part, Andrea Hopmann, a bookkeeper who lives in a North Williamsburg apartment with her husband and son, and who serves as PTA president at nearby P.S. 84, predicted that the map alone will not hurt the area.

“If there’s a real danger, a lot of people in the neighborhood would work to make it better,” she said. “But if people are growing third eyes, then I’ll take the first train out of here. You have to weigh the risks.” ■

CORRECTIONS

Alexandre Mars made a fortune leading two tech startups to profitable exits, selling one to BlackBerry and the other, a 200-employee company called Phonevalley, to Publicis Group. This information was misstated in the July 13 “Startup star gives so that others may build.”

In the early 1990s, rug and furniture maker Madeline Weinrib spent three months in Venezuela as an apprentice with a sand artist, rather than last year. Her pop-up shop at Barneys New York will open in September; it did not open this past May. Her showroom is on East 18th Street, where prices range from \$450 to \$35,000. These facts were misstated in the July 13 Gotham Gigs, “Patterned after herself.”

Saad Khalil is a vice president at MetLife Insurance Co. His title was misstated in the July 13 Executive Moves.

Bloomberg LP generated \$9 billion in revenue in 2014. This figure was incorrectly attributed to Bloomberg Media in Jacki Kelley’s profile in the June 29 *Crain’s* 50 Most Powerful Women in New York.

Michael Keoni DeFranco is the son of two software programmers who work for a contractor whose clients include the U.S. Department of Defense. His parents did not work for the CIA and National Security Agency. This fact was misstated in the June 29 “Say aloha to next hot biz app.”

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INSIDE The Lists

Manhattan's largest commercial property sales so far this year **PAGE 14**

And the award for biggest Manhattan office lease goes to ... **PAGE 16**

Housing plan fills tall order

Administration's nuts-and-bolts approach to affordable units yields biggest gain in 25 years

BY JOE ANUTA

Not even halfway through his first term, New York's populist mayor is surprising his many skeptics by making headway on his top—and likely toughest—policy goal. Having pledged to build or preserve affordable housing on the unprecedented scale and pace of 200,000 units over 10 years, Bill de Blasio strode to the podium at a Bronx housing project July 13 to announce he'd made a good start.

He trumpeted a near-record total of 20,325 affordable units either built or preserved in the fiscal year that had ended two weeks earlier. Even better, that tally included 8,500 new apartments, the highest annual number since records started being kept nearly 40 years ago.

Housing experts note that the gains came not from Mr. de Blasio's famously high-minded rhetoric, but from nuts-and-bolts adjustments to the city's housing machinery. While the standard caveat about past performance being no guarantee of future results certainly applies, two major changes in particular are paying off big.

First, the administration moved quickly to fund one of the two governmental engines driving much of the affordable-housing push. The capital budget of the Department of Housing Preservation and Development got a 165% hike, to \$6.8 billion.

"The mayor put his money where his mouth is," said **See AFFORDABLE on Page 19**

20.3K TOTAL NUMBER of affordable units built or preserved—the most since 1989

8.5K

NEWLY BUILT affordable apartments, the most since records started being kept 40 years ago

3.2K

AFFORDABLE UNITS built as part of private developments, known as inclusionary housing. That's more than double the number of any other year.



They're either killing New York or saving it

Behold the masters of derailing projects in the city—and the playbook they use to drive developers crazy

BY ANDREW J. HAWKINS

The owners of the New York Mets planned to build a shopping mall in a parking area next to Citi Field. They expected resistance—there always is in New York—but not from the son of the architect who helped invent the shopping mall.

Unlike his father, Michael Gruen doesn't create shopping malls. He stops them.

In early July, a state judge sided with Mr. Gruen and ruled that the mall, Willets West, could not proceed because the parking lot it would replace was technically parkland.

"Parks are parks," said Mr. Gruen.

Ever since Jane Jacobs held a ceremony to celebrate killing Robert Moses' Lower Manhattan

Expressway in 1958, residents of varying stripes have gummed up the works for developers across the city. Depending on one's point of view, they are either saviors of old New York or NIMBY ("not in my backyard") cranks.

Mr. Gruen is among a handful who have emerged as modern masters of the trade. They cut their teeth fighting the megaprojects of the Bloomberg years and have perfected the arts of public relations, community organizing and legal action to scuttle development. With City Hall now run by a mayor fixated on building towers with affordable housing, they are digging in their heels for a new series of battles.

"A lot of developers are not trying to participate in the civic spirit of New York, but just trying to make as much money as possible," said Richard Emery, one of the city's most revered preservationists, who led the charge to successfully landmark more than 30 blocks along West End Avenue. "That's what motivates me."

Mr. Emery's fight began with the personal: A "small-time, opportunistic" developer wanted to build a tall, skinny residential tower next to his apartment building, he said.

"It made me very aware of the danger to the beauty of old New York," he said.

Most anti-development foes have a personal story that presaged their entry into the blood sport of New York real estate. Once in, though, each developed a specialty that, taken together, constitute a playbook for how to derail—or at the very least delay—a project. Either way, they are a developer's nightmare.

"Time is a killer in this business," said Jordan Barowitz, vice president at the Durst Organization.

Some have the resources to bring sophisticated lawsuits. A few wield deep knowledge of the city's byzantine zoning laws. There are those who operate in the shadows while others specialize in street tactics: They plaster neighborhoods with

fliers, turn sleepy community-board meetings into battlegrounds and heckle officials at City Hall rallies—or, as some developers see it, "intimidate" or "terrorize" politicians into believing a small constituency of vocal opponents speaks for the entire district.

"Because they're noisy, communicate with one another and the press, vote in primaries and show up to poorly attended community-board meetings, they can bend the ears of local politicians and affect project outcomes," one developer said. "This

'I'm good at making noise. I think of myself as a cage-rattler'

should not be confused with healthy community dialogue or genuine community-based planning."

The city is growing, which many see as a major factor in pushing up rents and spurring gentrification. The question for the anti-development crowd is whether their concerns will register under a mayor who has prioritized affordable housing over preservation. And if they don't want to allow developers to build in their backyards, in whose yard will the new construction go?

Real estate cheerleaders like Nikolai Fedek, founder and editor of YIMBY, argue that younger city dwellers do not share the vehemence held by older residents toward development. To him, NIMBYists are on the wane.

"They still have an impact on neighborhoods in Manhattan, like the West Village," Mr. Fedek said. "But as you look out in Brooklyn, you don't have as much reactionary NIMBYism as you do in Manhattan, and I think that's mostly because

they're not so rich and they're not so white and they're not so useless."

He added, "NIMBYs, in a way, are their own worst enemy."

THE STREET FIGHTER

Roy Sloane's reputation as a fighter was cemented with a bottle of water. The president of the Cobble Hill Association in Brooklyn once proposed bottling Gowanus Canal water for government officials who wanted housing built along the polluted waterway.

"If you don't think it needs to be cleaned up, here's water from the Gowanus—go for it," said Mr. Sloane. "I try to use humor to deal with things." His allies talked him out of that one.

Mr. Sloane's organization is fighting Fortis Property Group's plan to build luxury residential towers, one of which would be 44 stories, on the site of the shuttered Long Island College Hospital. (Memorably, then-candidate Bill de Blasio got himself arrested in 2013 to protest the institution's closure and boost his mayoral campaign.)

The towers would loom over the neat, low-rise brownstones of the neighborhood, which decades ago was cleaved in two by a trench for the Brooklyn-Queens Expressway—another project of Robert Moses—and has nonetheless become one of the borough's most desirable communities. The developer also proposed to build a school, create open space and add other amenities to satisfy residents' concerns. Still, the plan would be the "kiss of death" for the neighborhood, Mr. Sloane said.

Mr. Sloane's love for his community burns hot. He has lived in Cobble Hill for more than 40 years, but says he would decamp to his peach farm upstate if his favorite Middle Eastern grocery on Atlantic Avenue were to get priced out.

"If Sahadi's goes, I go," he said.

He uses an argument common among development foes: He doesn't consider himself "anti-development," but he opposes the

Projects these activists

EXISTING

NYU GROWS IN GREENWICH VILLAGE



BARRY DILLER ON THE HUDSON



A PARKING LOT THAT'S REALLY A PARK



PRIVATE APARTMENTS, PUBLIC LAND



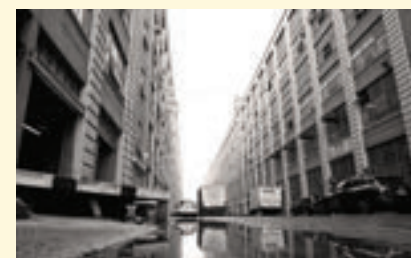
HIGH ABOVE SOUTH STREET SEAPORT



TALL TOWERS, LOW-RISE BROOKLYN



A HIPSTER MEGA-PROJECT

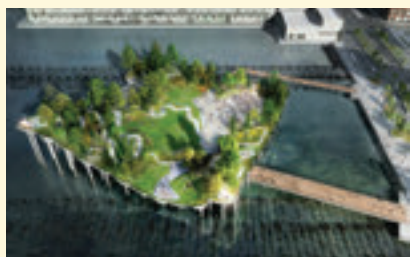


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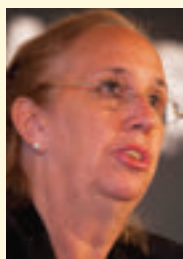
PROPOSED



IN FAVOR



OPPOSED



WHO'S WINNING

NYU EXPANSION

Assemblywoman Deborah Glick (right) suffered a defeat when a judge ruled against a bid to stop NYU's expansion. Still, the university's plan angered so many faculty and residents that President John Sexton (left) agreed to resign next year.

HUDSON RIVER PARK

In June, City Club President Michael Gruen (right) filed a lawsuit to halt the construction of billionaire Barry Diller's (left) \$130 million Pier 55 park over the Hudson River. A decision is expected at the end of the summer.

WILLETS WEST MALL

Mr. Gruen's group successfully sued to stop Willets West mall in Queens, which would have been built next to Citi Field. Fred Wilpon (left), owner of the New York Mets, was one of the developers, along with Related and Sterling Equities.

PIERHOUSE AND 1 HOTEL

In July, the city's Brooklyn Bridge Park Corp., headed by Regina Myer (left), announced the developers that will build residential towers on Pier 6. Local elected officials including Sen. Daniel Squadron (right) are looking for ways to stop them.

SOUTH STREET SEAPORT

Manhattan Borough President Gale Brewer (right) is steadfastly against the Howard Hughes Corp.'s plan for a 494-foot tower at the seaport. Developer Howard Weinreb (left) owns the property, but is still negotiating with the city.

LICH REDEVELOPMENT

Fortis Property Group headed by Louis Kestenbaum (left), unveiled plans for the former Long Island College Hospital in March. Cobble Hill Association President Roy Sloane (right) wants to work out a compromise, but others are opposed.

INDUSTRY CITY

Elizabeth Yeampierre (right), head of Latino group Uprose, is fighting the redevelopment of Industry City in Sunset Park. The industrial park's Andrew Kimball (left) says the plan will create jobs and has support from the de Blasio administration.

CITYWIDE REZONING

Mayor Bill de Blasio (left) asked his planning department to encourage taller buildings with more affordable housing. Andrew Berman (right) and dozens of other preservationists are fighting its proposal. But the mayor has the edge.

added density. He has no plans, however, to send bottles of toxic water to Fortis. Sources close to the developer say he has been more reasonable to deal with than they expected.

Still, the project is not likely to win over opponents. Just last week, a new legal challenge was initiated.

"This is going to be a decade-long battle—this is war!" one man shouted during a May presentation by Fortis, according to *The Brooklyn Paper*. "Eighty percent of the people in this room are attorneys, and they will be up your ass every step of the way."

THE ORGANIZERS

Two real estate foes, Andrew Berman of the Greenwich Village Historic Preservation Society and Simeon Bankoff of the Historic Districts Council, have turned anti-development into a fine art, wielding long lists of supporters that they use to overwhelm zoning and community-board meetings.

Mr. Berman has stymied an up-zoning of the Chelsea Market and opposed the building of luxury housing on the former site of St. Vincent's Hospital.

But he was on the losing side of the fight over New York University's plan to add 1.9 million square feet of space to the low-slung neighborhood of Greenwich Village.

In July, the state's highest court agreed with NYU that a community garden and a dog park crucial to the project were not protected as parkland because they lacked the designation. The ruling hewed to the letter-of-the-law argument that Mr. Gruen used to stop the Willets mall.

Mr. Berman romanticizes the Village of the 1920s, when bohemians filled the neighborhood's illegal speakeasies and changed the course of the city's cultural history. "A time of great fascination," he mused.

That history is under threat by Mr. de Blasio's crusade for taller buildings to make room for more low-income tenants. In March, Mr. Berman, who favors current height limits, emailed his list of supporters to attend a hearing on the mayor's zoning plan. He expected 15 or 20 folks to show up. He got 150.

"There was a line out the door," he said proudly.

THE SHADOW PLAYER

Mr. Berman is one of the most visible anti-development activists. Others, like Jeremiah Moss, operate in the shadows. Mr. Moss uses a fake name and refuses to have his picture taken, yet his blog, Jeremiah's Vanishing New York, has become the go-to hub for those who lament New York's loss of character.

Mr. Moss uses his online following to stage attention-grabbing theatrics, like hosting a funeral for a beloved 82-year-old shoe-repair shop under threat of closure.

He recently shifted tactics from covering the frequent closure of iconic New York dive bars and restaurants to getting involved in the effort to save those businesses. He doesn't consider himself as influential as Mr. Berman or as effective as Mr. Gruen.

But he hopes his "#SaveNYC" movement, a self-described do-it-yourself anti-gentrification crusade, can persuade the City Council to

pass the Small Business Jobs Survival Act to help commercial tenants avoid being priced out. The measure was first introduced in 1986 and has been resurrected by Manhattan Borough President Gale Brewer.

"I'm good at making noise," Mr. Moss said. "I think of myself as a cage-rattler. Pay attention, pay attention, pay attention."

THE ELECTEDS

Ms. Brewer is a natural ally. Like Assemblywoman Deborah Glick, she uses her government perch to slow development. Neither has direct control over the land-use process, but both have informal oversight, as well as bully pulpits from which to rail against real estate powers.

Ms. Brewer is fighting against the Howard Hughes Corp.'s plans for a \$1.5 billion redevelopment of South Street Seaport, including a 494-foot spire.

Ms. Glick fights development that she sees as an encroachment upon the precious little space residents have.

"New Yorkers need some place to recreate," Ms. Glick explained. "Not everyone has a house in Sagaponack."

Ms. Brewer relishes the tension with developers, especially those who attempt to woo her by asking, "What can I do for you?" To her, that is akin to a bribe.

"Any developer worth his salt knows that's not a question for Gale Brewer," Ms. Brewer said. "And there have been a couple that have done that."

The borough president has leading historians on her side. The National Trust for Historic Preservation recently added South Street Seaport to its list of endangered historic places. The developer, Howard Hughes, continues to court Ms. Brewer, who insists the tower be scrapped before she can bless the entire project. Howard Hughes says the building is necessary to fund \$300 million in public improvements.

THE LITIGATOR

Mr. Gruen's views were shaped by his father's disillusionment with the proliferation of malls, with their oceans of parking lots. Victor Gruen—who designed the U.S.'s first suburban, uncovered shopping mall, which opened near Detroit in 1954—intended his buildings to anchor communities, not stand apart from them.

Michael Gruen's path to preservation took him from his native Los Angeles to Harvard Law School. Now, as president of the government watchdog group the City Club, he uses the courts to fight development. In addition to his Willets West lawsuit, he has filed suit over a plan funded by billionaire Barry Diller to build a 2.4-acre park on a platform over the Hudson River, saying the deal to create it lacks transparency and shortchanges the public. He has serious doubts about plans to rezone midtown east, too.

Asked to trace his dedication to preservation, Mr. Gruen said: "I was born into it." ■



LISTEN to a discussion at CrainsNewYork.com/podcasts

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Real Capital Analytics' Top Property Sales

Biggest commercial transactions in Manhattan in the first half of 2015, ranked by price

	Address/ property type/ submarket	Transaction price (in millions) ¹	Sq. ft. or no. of units/ price per sq. ft. or unit	Interest conveyed ²	100% value (in millions)	Close date	Buyer	Seller
1	1095 Sixth Ave. Office Midtown west	\$2,200	1,166,129 \$1,887	100%	\$2,200	1/15	Caisse de Depot/ Callahan Capital Partners	Blackstone
2	301 Park Ave. (Waldorf Astoria) Hotel Midtown east	\$1,950	1,425 \$1,368,421	100%	\$1,950	2/10	Anbang Insurance Group	Hilton Worldwide
3	730 Fifth Ave. (Crown Building) Office Midtown west	\$1,775	400,000 \$4,438	100%	\$1,775	4/17	Jeff Sutton/GGP	40 North Properties/ Spitzer Enterprises
4	230 Park Ave. Office Midtown east	\$1,200	1,212,576 \$990	100%	\$1,200	5/5	RXR Realty	Invesco Real Estate/ National Pension Service
5	501 W. 17th St. (High Line) Development site Midtown south	\$870	76,425.0 \$11,384	100%	\$870	5/7	HFZ Capital Group	Edison Properties
6	11 Times Square Office Midtown west	\$630	1,100,000 \$1,273	45%	\$1,400	2/11	Norges Bank Investment Management	SJP Properties/ Prudential Real Estate Investors
7	7 Bryant Park Office Midtown west	\$600	470,000 \$1,277	100%	\$600	5/15	Bank of China Ltd.	Hines/JPMorgan
8	2360 Broadway (The Belnord) Apartment Upper West Side	\$575	215 \$2,674,419	100%	\$575	3/12	HFZ Capital Group	Extell
9	Multiple (Olympic Tower portfolio 2015) Mixed Midtown east	\$536	n/a n/a	50%	\$1,070	5/27	Crown Acquisitions/OMERS	Onassis Foundation
10	790 Seventh Ave. (Manhattan at Times Square) Hotel Midtown west	\$519	698 \$766,476	97%	\$535	2/13	Al Faisal Holding	Rockpoint Group/ Highgate Holdings
11	32 Old Slip (1 Financial Center, ground lease) Office Downtown	\$478	1,132,340 \$422	100%	\$478	4/13	RXR Realty	Beacon Capital Partners
12	180 Maiden Lane Office Downtown	\$470	1,191,850 \$394	100%	\$470	1/7	Murray Hill Properties/ Clarion Partners	SL Green/Moinian Group
13	717 Fifth Ave. (Merrill Lynch Financial Center) Office Midtown east	\$415	366,285 \$1,133	100%	\$415	5/13	Anbang Insurance Group	Blackstone
14	40 Riverside Blvd. Development site Upper West Side	\$411	92,878 \$4,423	100%	\$411	4/20	GID	Extell/Carlyle Group
15	Multiple (Scholastic retail condo portfolio 2015) Retail Midtown south	\$400	32,000 \$12,500	100%	\$400	4/17	Madison Capital	Scholastic
16	315 Park Ave. South Office Midtown south	\$366	333,000 \$1,309	84%	\$436	1/7	Columbia Property Trust	Spear Street Capital
17	757 Third Ave. Office Midtown east	\$356	459,002 \$775	100%	\$356	3/9	Bentall Kennedy OBO MEPT	RFR Realty
18	144 W. 34th St. (Old Navy flagship store) Retail Midtown west	\$355	77,760 \$4,565	100%	\$355	6/2	Vornado Realty Trust	Starwood Capital Group/ Crown Acquisitions
19	5 Madison Ave. (New York Edition) Hotel Midtown south	\$343	355 \$966,197	100%	\$343	4/1	ADIA	Marriott
20	1407 Broadway Office Midtown west	\$330	1,100,000 \$300	100%	\$330	4/30	Shorenstein Properties	Lightstone Group/ Lightstone Value Plus
21	1375 Broadway Office Midtown west	\$310	513,000 \$604	100%	\$310	5/29	Westbrook Partners	Savanna
22	1865 Broadway (American Bible Society) Office Upper West Side	\$300	180,000 \$1,667	100%	\$300	1/30	AvalonBay	American Bible Society
23	503 Broadway (Zara, retail condo) Retail Midtown south	\$284	41,215 \$6,896	100%	\$284	1/13	Inditex	Hang Seng Realty
24	525 Lexington Ave. (Marriott East Side) Hotel Midtown east	\$270	655 \$412,214	100%	\$270	5/1	Ashkenazy Acquisition/ DekaBank	Morgan Stanley
25	212 Fifth Ave. Office Midtown south	\$260	223,500 \$1,163	100%	\$260	1/20	Thor Equities/ Madison Equities	Extell

TOP FOUR SALES



LIST RANK 1

ADDRESS

1095 Sixth Ave.

PRICE PER SQ. FT.
\$1,887



LIST RANK 2

ADDRESS

301 Park Ave.

PRICE PER SQ. FT.
\$1,368,421



LIST RANK 3

ADDRESS

730 Fifth Ave.

PRICE PER SQ. FT.
\$4,438



LIST RANK 4

ADDRESS

230 Park Ave.

PRICE PER SQ. FT.
\$990

1-List does not include sales for which no price was made public. 2-Partial-interest transactions included at the prorated share of the 100% property value. n/a-Not available. Real Capital Analytics Inc. is an independent research firm focused exclusively on capital investment markets for commercial real estate. RCA offers a comprehensive data service that contains transactional information for property in New York City and around the world. The firm also publishes a series of "Capital Trends" reports that aggregate sales volume and pricing trend data for the real estate industry. Visit rcanalytics.com.

MANHATTAN WEST ON THE RISE

CUSHMAN & WAKEFIELD

is proud to serve as exclusive leasing agent for **Manhattan West**, where it recently represented Brookfield Property Partners in a 550,000 sf lease with Skadden,Arps, Slate, Meagher & Flom to serve as anchor tenant for One Manhattan West. The transaction triggers the start of construction for the new 7 million sf, mixed-use community at the gateway to the Hudson Yards district.

Additionally, the repositioning of 5 Manhattan West, formerly known as 450 West 33rd Street, continues with significant progress already made. R/GA, Markit and JPMorgan Chase Bank all signed new leases totaling 485,000 sf.

Congratulations to the Cushman & Wakefield leasing team of **Bruce Mosler, Josh Kuriloff, Mikael Nahmias and Ethan Silverstein.**

Thank you to Brookfield for the trust they placed in C&W to execute these transactions on their behalf.

THE LIST

CoStar’s Top Manhattan Office Leases

Biggest transactions in the first half of 2015, ranked by square feet

THE SCOOP

WeWork is the fastest-growing lessee of office space in New York City. So it’s no surprise that the shared-workspace provider, now valued at \$10 billion, has three of the top 15 deals on CoStar’s ranking of the top Manhattan office leases from the first half of 2015. At 549,438 total square feet, no other tenant on the top 50 took over more space from January to June.

Manhattan is now home to 15 operating WeWork spaces, and as-yet-unopened sites in the financial district and Dumbo Heights, Brooklyn, are accepting reservations. The fast-growing company, which started in SoHo in 2010, has still more locations in the pipeline. “There is still incredible demand,” said **Matt Shampine**, vice president of business development. “Our community continues to grow as more and more workers seek the energy of the WeWork community.”

WeWork’s ecosystem of tenants isn’t limited to startups and entrepreneurs. Legal, financial and design firms also take space. But its target is clearly the tech sector, which is prospering in New York City and seems to thrive in WeWork’s large incubator-like spaces.

The company’s largest lease so far this year consists of six floors it took over in February at 85 Broad St., home to Goldman Sachs headquarters until the company relocated in 2009. The building at 1460 Broadway is much plainer than some of its flashier neighbors in Times Square, but WeWork was persuaded to lease 14 floors thanks to upgrades it received. The firm also grabbed nine floors at 315 W. 36th St., a Gothic-Deco-style condo.

WeWork said its advantage isn’t its building exteriors, or even interiors decked out with amenities such as arcade rooms and recording studios.

“Regardless of location or industry, the entrepreneurial spirit is consistent,” said Mr. Shampine. “WeWork serves the same global citizen.”

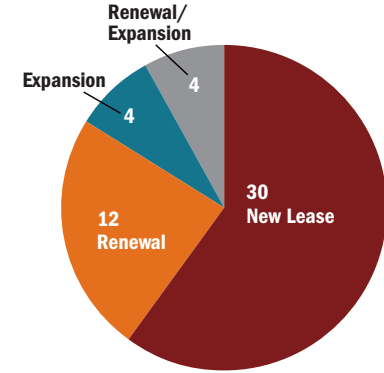
Partnerships have helped WeWork grow. The company is working with real estate magnates **Bill Rudin** and **Mort Zuckerman** to create a 675,000-square-foot space at the **Brooklyn Navy Yard**. Plans call for specialty food vendors, a massage room, valet bicycle parking, outdoor terraces, a rooftop conference center and a basketball court that would be open to all Navy Yard workers. “There is a huge addressable market, when you look at small to medium businesses in NYC, the U.S. and worldwide,” Mr. Shampine said.

—GERALD SCHIFMAN

WHAT’S HOT, WHAT’S NOT

NEW LEASES LEAD PACK

There were more new leases (30) by this July than there were by July 2014 or July 2013.



COMMERCIAL DOWNGRADE

6,741,731

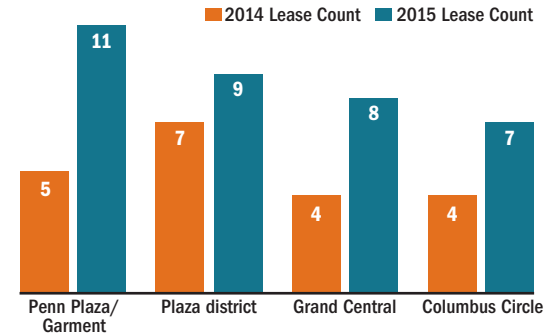
Total square footage of the top 50 office lease deals in the first half of 2015, down 33% from the prior year



BUCK ENNIS

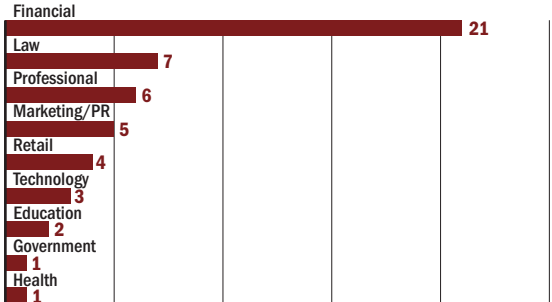
MIDTOWN MUSCLE

The most leases came in the Penn Plaza/Garment district, which doubled last year’s total. The Plaza district, Grand Central and Columbus Circle also saw growth to make the top four.



FINANCIAL FIRMS ROAR BACK

Nearly half the firms signing office lease deals were financial companies. Law firms, with seven leases, were a distant runner-up.



	Address	Square feet	Tenant	Tenant representative	Landlord/sublandlord	Landlord representative	Submarket
1	400 W. 33rd St. ¹	544,009	Skadden Arps Slate Meagher & Flom	JLL	Brookfield Property Partners	Cushman & Wakefield Inc.	Penn Plaza/Garment
2	1675 Broadway ²	506,009	Publicis Groupe	Byrnam Wood	Rudin Management Co.	Rudin Management Co.	Columbus Circle
3	200 Park Ave. ¹	495,551	MetLife Inc.	Cushman & Wakefield Inc.	Tishman Speyer	Tishman Speyer	Grand Central
4	750 Seventh Ave. ³	414,759	Morgan Stanley	CBRE	Fosterlane Management Corp.	Hines	Times Square
5	919 Third Ave. ¹	340,428	Bloomberg LP	CBRE	SL Green Realty Corp.	SL Green Realty Corp.; CBRE	Plaza district
6	237 Park Ave. ³	288,793	J. Walter Thompson	CBRE	RXR Realty	RXR Realty	Grand Central
7	85 Broad St. ¹	234,879	WeWork	Direct deal	Beacon Capital Partners	JLL	Financial district
8	1345 Sixth Ave. ³	200,720	Fortress Investment Group	Colliers International	J.P. Morgan Investment Management Inc.	CBRE; Fisher Brothers Management Co.	Columbus Circle
9	1460 Broadway ¹	178,441	WeWork	CBRE	Swig Co.	Meringoff Properties Inc.	Penn Plaza/Garment
10	395 Hudson St. ¹	152,670	WebMD Health Corp.	Newmark Grubb Knight Frank	New York City District Council of Carpenters Pension Fund	JLL	Hudson Square
11	855 Sixth Ave. ¹	147,954	Nike Inc.	Savills Studley	Durst Organization	Durst Organization	Penn Plaza/Garment
12	330 W. 34th St. ¹	144,987	Foot Locker	JLL	Vornado Realty Trust	Vornado Realty Trust	Penn Plaza/Garment
13	450 W. 33rd St. ¹	139,332	Markit Group Ltd.	Savills Studley	Brookfield Property Partners	Cushman & Wakefield Inc.	Penn Plaza/Garment
14	315 W. 36th St. ¹	136,118	WeWork	Hayes Realty Services	SL Green Realty Corp.	SL Green Realty Corp.; JLL	Penn Plaza/Garment
15	280 Park Ave. ¹	126,516	Franklin Templeton	CBRE	Vornado Realty Trust; SL Green Realty Corp.	Vornado Realty Trust; SL Green Realty Corp.; CBRE	Plaza district
16	601 Lexington Ave. ³	119,956	Citadel	CBRE	Boston Properties	JLL	Plaza district
17	1133 Sixth Ave. ³	114,767	Bank of America Corp.	CBRE	Durst Organization	Durst Organization	Times Square
18	909 Third Ave. ¹	112,300	Interpublic Group of Cos.	JLL	Vornado Realty Trust	CBRE	Plaza district
19	1301 Sixth Ave. ¹	109,863	Norton Rose Fulbright	Newmark Grubb Knight Frank	Paramount Group Inc.	Paramount Group Inc.; Newmark Grubb Knight Frank	Columbus Circle
20	1 Park Ave. ¹	104,351	New York University	Cushman & Wakefield Inc.	Vornado Realty Trust	Vornado Realty Trust	Murray Hill
21	101 Park Ave. ⁴	100,200	Morgan Lewis & Bockius	JLL	HJ Kalikow & Co.	Cushman & Wakefield Inc.	Grand Central
22	888 Seventh Ave. ²	99,943	TPG Capital	Newmark Grubb Knight Frank	Vornado Realty Trust	Vornado Realty Trust	Columbus Circle
23	280 Park Ave. ¹	98,740	PJT Partners	Savills Studley	Vornado Realty Trust; SL Green Realty Corp.	Vornado Realty Trust; SL Green Realty Corp.; CBRE	Plaza district
24	95 Morton St. ¹	95,052	PayPal	CBRE	Brickman Associates	Brickman Associates	Hudson Square
25	101 Park Ave. ³	91,482	Curtis Mallet-Provost Colt & Mosle	Newmark Grubb Knight Frank	HJ Kalikow & Co.	Cushman & Wakefield Inc.	Grand Central
26	750 Third Ave. ¹	85,604	Kaplan Inc.	JLL	SL Green Realty Corp.	Douglas Elliman Commercial; Cushman & Wakefield Inc.	Grand Central
27	55 Hudson Yards ¹	83,292	Boies Schiller & Flexner	Avison Young	Related Cos.	CBRE	Penn Plaza/Garment

	Address	Square feet	Tenant	Tenant representative	Landlord/sublandlord	Landlord representative(s)	Submarket
28	770 Broadway ⁴	79,998	Facebook Inc.	Wixen Real Estate Inc.; Colliers International	Vornado Realty Trust	Vornado Realty Trust	Greenwich Village
29	1 State St. ³	79,740	Ambac Financial Group Inc.	Direct deal	ACTA Realty	Newmark Grubb Knight Frank	Financial district
30	1400 Broadway ²	79,147	OnDeck Capital	Newmark Grubb Knight Frank	Empire State Realty Trust	Newmark Grubb Knight Frank	Penn Plaza/Garment
31	350 Fifth Ave. ¹	78,361	HNTB Cos.	Colliers International	Empire State Realty Trust	Newmark Grubb Knight Frank	Penn Plaza/Garment
32	590 Madison Ave. ²	77,834	Aspen Insurance Holdings Ltd.	CBRE	State Teachers Retirement System of Ohio	Edward J. Minskoff Equities Inc.	Plaza district
33	1633 Broadway ³	76,434	ConvergEx Group	JLL	Paramount Group Inc.	Paramount Group Inc.	Columbus Circle
34	330 W. 42nd St. ³	75,833	DHU Realty Corp.	Direct deal	Deco Towers Associates	Newmark Grubb Knight Frank	Times Square
35	119-125 W. 24th St. ¹	75,024	Anheuser-Busch	DTZ	Kaufman Organization	Kaufman Leasing Co.	Chelsea
36	825 Eighth Ave. ¹	68,432	Rubenstein Associates Inc.	Savills Studley	George Comfort & Sons Inc.	George Comfort & Sons Inc.	Times Square
37	1 New York Plaza ¹	68,325	Morgan Stanley	Newmark Grubb Knight Frank	Brookfield Property Partners	CBRE; Brookfield Property Partners	Financial district
38	909 Third Ave. ¹	65,068	AlixPartners	CBRE	Vornado Realty Trust	CBRE	Plaza district
39	115 Broadway ³	62,264	Port Authority of New York and New Jersey	Direct deal	Capital Properties	CBRE	World Trade Center
40	601 Lexington Ave. ⁴	59,978	Blackstone	Newmark Grubb Knight Frank	Boston Properties	JLL	Plaza district
41	350 Madison Ave. ¹	58,548	Bank Leumi USA	CBRE	RFR Realty	JLL	Grand Central
42	150 E. 42nd St. ¹	56,530	Aegis Media	DTZ	David Werner Real Estate	CBRE	Grand Central
43	560 Lexington Ave. ³	56,314	Bayerische Landesbank	Cushman & Wakefield Inc.	Rudin Management Co.	Rudin Management Co.	Plaza district
44	666 Third Ave. ¹	52,799	Van Eck Global	JLL	Tishman Speyer	Tishman Speyer	Grand Central
45	1633 Broadway ¹	51,890	Industrial and Commercial Bank of China Financial Services	CBRE; Newmark Grubb Knight Frank	Paramount Group Inc.	CBRE	Columbus Circle
46	500 Seventh Ave. ³	51,428	WSP USA	CBRE	Chetrit Group	Newmark Grubb Knight Frank	Penn Plaza/Garment
47	75 Ninth Ave. ⁴	51,328	Google	CBRE	Jamestown Properties	Newmark Grubb Knight Frank	Chelsea
48	1411 Broadway ¹	50,522	Republic Clothing Corp.	Newmark Grubb Knight Frank	Ivanhoe Cambridge	JLL	Penn Plaza/Garment
49	1325 Sixth Ave. ¹	49,688	Olshan Grundman Frome Rosenzweig & Wolosky	DTZ	Paramount Group Inc.	JLL	Columbus Circle
50	4 New York Plaza ¹	49,530	De Novo Legal	Newmark Grubb Knight Frank	Edge Fund; HSBC	CBRE	Financial district

This list includes leases with terms of more than two years. 1-New. 2-Renewal and expansion. 3-Renewal. 4-Expansion. CoStar Group Inc., a provider of information services to the commercial real estate industry and related businesses, conducts ongoing, extensive research to produce and maintain the largest and most comprehensive database of commercial real estate information. For more information, visit costar.com or call (800) 204-5960.



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Affordable housing revs up

Continued from Page 11

Martin Dunn, whose Dunn Development Corp. builds affordable housing.

That infusion has set up the agencies to plunk down more cash in financing deals for developers looking to build or preserve low-rent units.

At the same time, rather than just throwing more money at the problem, the administration has streamlined some of the programs within HPD. Most important, it accelerated the department's huge inclusionary-housing program, which grants developers incentives to include affordable apartments in their market-rate projects.

Builders report that as a result of such reforms as cutting duplicative processes, the time it takes to process applications in the program has been slashed by six months or more in some cases. These changes have boosted the number of units produced by the inclusionary program above 3,000, more than a third of the total built during the past year, and more than double the total of any other year.

Going forward, Vicki Been, the head of HPD, and Gary Rodney,

who helms the Housing Development Corp.—which acts as the program's bank—have other tools they will put to use. In May, for example, the city announced it would build as many as 13,700 apartments on New York City Housing Authority land—a decision prompted in part by the sky-high price for private property in the five boroughs.

Advocates hope that the agency will relocate many seniors to new, smaller units, freeing up a significant number of its larger apartments for families with children. At the same time, the plan's call for thousands of new market-rate units would generate badly needed revenue for the authority.

'Framework for upgrades'

"NYCHA is our most important resource of low-income housing, since the federal government is committed to sharing the subsidy burden," said Kathryn Wylde, president of the Partnership for New York City. "And the administration's plan provides a framework for upgrades and more effective management of these properties, along with some additional development."

City Hall also predicts private

developers could construct 25,000 affordable apartments through the 421-a program, which offers a lengthy property-tax exemption for builders who include below-market-rate units in new residential complexes.

The program was reformed in June during a contentious legislative session in Albany, largely along the lines of a plan developed by the de Blasio administration.

Between the 8,483 affordable apartments built last year and those expected from the Housing Authority and 421-a plans, the city has already identified the potential source of 59% of the 80,000 new units that are part of the 10-year overall goal of 200,000.

But caveats abound, including the fact that the seeds for some of last year's gains were sown by the Bloomberg administration. Beyond that, many affordable-housing advocates question whether Mr. de Blasio is creating units that New Yorkers on the bottom of the income scale can actually afford.

Similarly, critics note that among projected 25,000 "affordable" new apartments from the mayor's deal on the 421-a tax exemption, an untold

number will be for households making 130% of the area median income, which is more than \$100,000 a year for a family of three.

"The de Blasio administration should focus on achieving much deeper levels of real affordability in housing, especially in neighborhoods that will be rezoned," said Maritza Silva-Farrell, a spokeswoman for Real Affordability for All, a coalition of housing groups.

Extra value

In the 15 neighborhoods that the city plans to rezone as part of its housing plan, a main idea is to infuse properties with extra value—in most cases by allowing developers to construct bigger buildings if they include affordable housing—while tweaking supporting infrastructure, such as transportation. Yet some of the first neighborhoods selected, including Brooklyn's East New York and the Bronx's Jerome Avenue corridor—are so impoverished that private developers have long shunned them, community advocates note.

To maximize construction of affordable units, advocates say the administration should target rising areas where developers are itching to build, more along the lines of subsequent rezonings announced for East Harlem and Long Island City. Further possibilities include Forest Hills in Queens and Brooklyn's Gowanus.

The idea is that private developers would happily add affordable units if it meant they could put up a far larger number of market-rate units than they could otherwise.

By most measures, the de Blasio administration is off to a promising start on its housing plan. Its ultimate success, however, hinges on factors beyond the control of any mayor, such as the real estate market remaining robust, borrowing costs staying low, and Albany and Washington providing adequate funding.

If labor and real estate interests fail to reach an agreement on prevailing construction wages on 421-a projects, the program will die in January. By the same token, if the terms of such a deal are too generous to workers, developers would not be able to finance as many 421-a projects as City Hall has forecast.

Also unclear is how much funding Albany will release to build supportive housing for homeless families.

Meanwhile, when it comes to the federal government stepping up its act, pessimism abounds. Earlier this year, City Planning Commission Chairman Carl Weisbrod told a *Crain's* conference flatly that "even if we hit our targets, we won't fully solve the housing crisis in the next decade unless there is a radical change in federal housing policy." That, he made clear, is "an unlikely occurrence." ■

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PUBLIC & LEGAL NOTICES

Notice of Formation of Riverside Caterers LLC. Arts of Org filed with Secy. of State of NY (SSNY) on 05/26/2015. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to principal business address: 780 Riverside Dr. Suite 2E New York, NY 10032. Purpose: any lawful act.

AB Asset LLC, a domestic LLC, filed with the SSNY on 7/10/15. Office location: New York County. SSNY is designated as agent upon whom process against the LLC may be served. SSNY shall mail process to The LLC, 87 Bowery, Ste. 400, NY, NY 10002. General Purpose.

Cardel USA, LLC, a domestic LLC, filed with the SSNY on 4/13/15. Office location: New York County. SSNY is designated as agent upon whom process against the LLC may be served. SSNY shall mail process to The LLC, 250 Greenwich Ave., NY, NY 10007. General purpose.

Network Engineer (AllianceBernstein L.P. - New York, NY) Maintain & enhance routed & switched ntwk for the co. F/T. Reqs Master's dgr in EE, CS, or rel fld & 1 yr exp in job offered or install'g, rack'g, & configur'g routers & switches from vendors incl'g Cisco & Juniper. Must also have exp in follow'g: maintain'g & troubleshoot'g ntwrk prfrmance issues; configuration exp w/ Rout'g & Switch'g protocols incl'g Static Rout'g, BGP, OSPF, MPLS, STP, RIP, EIGRP; OSI ref mdl & TCP/IP protocol Stack; wrk'g w/ tools incl'd'g HP NAE, Gigamon, Opnet, & CA Performance Center; & hands-on exp w/ Cisco IOS, Juniper OS, IPC, Securesync, WAAS, & IPSLA. Resumes: J. Alvia, AllianceBernstein L.P., 1345 Ave of the Americas, New York, NY 10105. JobID NEWMRA.

Associate: Sourc ptntl invstmnts for mngd fnds; Cndct fndmntl rsrch on cmpns & sctrs; Bid dtld fnc'l & optnl mdls for valng scrts; Cmpl invstmt memos; Mntr crnt invstmnts & infrm invstmt team of dvlpmnts; Cndct due dlgn. Reqs: Bach in Bus Admin w/ cncntrtn in Finc or Econ w/ 3 yrs in job or as Anlyst, Candn Eqts Anlyst or sim w/ exp in invstmt mngmt at fnd or invstmt bnk. Skls: Anlys of dstrsd cmpns in out-of-cr restrctrgs or Chap 11 re-orgs; Exp dealg drctly w/ clnts & trdrs on trdg flr; Pfrfcncy in Blmbrg for eqts/crdt/CDS/optns anlys, Cap IQ for fnc'l mdlg; Cert: Sries 7, Sries 63, Cndn Scrts Cours, CFA Lvl 1. Fir Tree Partners Inc., New York, NY. Resumes to hr@firtree.com.

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PUBLIC & LEGAL NOTICES

NOTICE OF FORMATION of SOUVENARIUM LLC. Arts of Org filed with Secy. of State of NY (SSNY) on 6/29/15. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to principal business address: 395 Broadway, 14C, New York, NY 10013. Purpose: any lawful act.

LIMITED LIABILITY COMPANY
Notice of Formation of a Limited Liability Company (LLC) Name: LEMONY ONE, LLC Articles of Organization filed by the Department of State of New York on: 03/03/2015
Office location: County of New York
Purpose: any and all lawful activities
Secretary of State of New York (SSNY) is designated as agent of the LLC upon whom process against it may be served. SSNY shall mail a copy of process to: 224 West 35th Street New York, NY 10001

NOTICE OF FORMATION of WAYNO AUDIO LLC. Arts of Org filed with Secy. of State of NY (SSNY) on 04/01/2015. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to principal business address: 505 W 37TH ST. NY. NY 10018. Purpose: any lawful act.

Notice of Formation of 337W36 LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 06/16/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Peter Serpico, 213 W. 35th St., 7th Fl., NY, NY 10001. Purpose: Any lawful activity.

NOTICE OF FORMATION OF 40 X MANAGER LLC. Arts of Org filed with Secy of State of NY (SSNY) on 7/1/15. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to principal business address: 66 Pearl St. Ste 405, NY NY 10004. Purpose: any lawful act.

HC SUFFOLK LLC, Arts. of Org. filed with the SSNY on 06/18/2015. Office loc: NY County. SSNY has been designated as agent upon whom process against the LLC may be served. SSNY shall mail process to: Todd Feuerstein, 817 Broadway 5th Fl, NY, NY 10003. Purpose: Any Lawful Purpose.

Notice of Formation of 209 7th Debt LLC, Art. of Org. filed with Sec'y of State (SSNY) on 3/11/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail copy of process to Bluestone Group, 225 Broadway, NY, NY 10007. Purpose: any lawful activities.

Notice of Qualification of CHARLES DEAN, LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 05/27/15. Office location: NY County. LLC formed in Delaware (DE) on 08/01/14. Princ. office of LLC: 150 W. 56th St., Apt. 4709, NY, NY 10019. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Dean Bakes, at the princ. office of the LLC. DE addr. of LLC and Cert. of Form. filed with: U.S. Corp. Agents, Inc., 1521 Concord Pike, Ste. 301, Wilmington, DE 19803. As amended by Cert. of Correction filed with SSNY on 06/19/15. Cert. of Form. filed with DE Secy. of State, Div. of Corps., John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of Granite 1717 Sign LLC. Authority filed with NY Dept. of State on 6/2/15. Office location: NY County. Princ. bus. addr.: 214 W. 39th St., Ste. 1200, NY, NY 10018. LLC formed in DE on 1/22/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

Notice of Qualification of Granite 230 Residential LLC. Authority filed with NY Dept. of State on 6/1/15. Office location: NY County. Princ. bus. addr.: 214 W. 39th St., Ste. 1200, NY, NY 10018. LLC formed in DE on 3/31/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

JASH CPW LLC. App. for Auth. filed with the SSNY on 06/08/15. Originally filed with Secretary of State of Florida 06/02/15. Office: New York County. SSNY designated as agent of the LLC upon whom process against it may be served. SSNY shall mail copy of process to the LLC, c/o Jodi Tartell, c/o Buzzy Geduld, 279 Central Park W, Apart. 12A, New York, NY 10024. Purpose: Any lawful purpose.

Notice of Formation of SIROD, LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 7/16/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: 32 W. 132nd St., No. 1, NY, NY 10037. Purpose: any lawful activity.

Notice of Qualification of Hedge Fund Select: Perry LLC. Authority filed with NY Dept. of State on 7/10/15. Office location: NY County. LLC formed in DE on 6/4/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to the principal business address: 200 West St., NY, NY 10282. DE address of LLC: 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, P.O. Box 898, Dover, DE 19903. Purpose: all lawful purposes.

Notice of Qualification of Pasta Flyer, LLC. Authority filed with NY Dept. of State on 7/13/15. Office location: NY County. LLC formed in DE on 7/9/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE address of LLC: 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

Notice of Formation of New Enterprise Holdings LLC. Arts. of Org. filed with NY Dept. of State on 5/21/15. Office location: NY County. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: The LLC, 2 Park Ave., 10th Fl., NY, NY 10016, principal business address. Purpose: all lawful purposes.

Notice of Formation of HBBG, LLC Arts. of Org. filed with NY Dept. of State on 7/01/15. Office location NY County SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to 135 West 36th St 18fl NY NY 10018 purpose: any lawful activity.

Notice of Qualification of HMG B Investors LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 04/10/15. Office location: NY County. LLC formed in Delaware (DE) on 04/29/14. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the DE addr. of the LLC: c/o Capital Services, Inc., 1675 S. State St., Ste. B, Dover, DE 19901. Cert. of Form. filed with Secy. of State, 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of Biosphere Fuels, LLC. Authority filed with NY Dept. of State on 5/28/15. Office location: NY County. Princ. bus. addr.: 10601 N. Pennsylvania Ave., Oklahoma City, OK 73126. LLC formed in OK on 5/5/14. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. OK addr. of LLC: 1833 S. Morgan Rd., Oklahoma City, OK 73128. Cert. of Org. filed with OK Sec. of State, 2300 N. Lincoln Blvd., Oklahoma City, OK 73105. Purpose: all lawful purposes.

Notice of Qualification of 220 CPS 41 LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 07/03/15. Office location: NY County. LLC formed in Delaware (DE) on 05/27/15. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Corporation Service Co. (CSC), 80 State St., Albany, NY 12207. DE addr. of LLC: c/o CSC, 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Cert. of Form. filed with Secy. of State of DE, Secy. of State - Div. of Corps., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of HMG Development LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 04/10/15. Office location: NY County. LLC formed in Delaware (DE) on 04/29/14. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the DE addr. of the LLC: c/o Capital Services, Inc., 1675 S. State St., Ste. B, Dover, DE 19901. Cert. of Form. filed with Secy. of State, 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of BROOKFIELD GLOBAL INTEGRATED SOLUTIONS US LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 06/05/15. Office location: NY County. LLC formed in Delaware (DE) on 04/01/15. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to c/o Corporation Service Co. (CSC), 80 State St., Albany, NY 12207-2543. DE addr. of LLC: c/o CSC, 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Cert. of Form. filed with DE Secy. of State, John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of LT GARDEN CITY LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 06/23/15. Office location: NY County. LLC formed in Delaware (DE) on 06/15/15. Princ. office of LLC: Theresa Gladstein, Saks Fifth Avenue, 12 E. 49th St., NY, NY 10017. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. DE addr. of LLC: 2711 Centerville Rd., Ste. 410, Wilmington, DE 19808. Cert. of Form. filed with Jeffrey W. Bullock, DE Secy. of State, John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of Granite 1717 Retail 5 LLC. Authority filed with NY Dept. of State on 6/2/15. Office location: NY County. Princ. bus. addr.: 214 W. 39th St., Ste. 1200, NY, NY 10018. LLC formed in DE on 1/22/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

Notice of Qualification of Summer Atlantic, LLC. Authority filed with NY Dept. of State on 6/10/15. Office location: NY County. Princ. bus. addr.: 600 Atlantic Ave., Boston, MA 02210. LLC formed in DE on 5/28/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

PUBLIC & LEGAL NOTICES

415 LEONARD ST. UNIT 4A, LLC. Art. of Org. filed with the SSNY on 07/07/15. Office: New York County. SSNY designated as agent of the LLC upon whom process against it may be served. SSNY shall mail copy of process to the LLC, 77-808 Kamehameha Highway, Mililani, HI 96789. Purpose: Any lawful purpose.

Notice of Formation of MYNT 1792, LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 06/03/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Daniel I. Goldberg, 292 Madison Ave., NY, NY 10017. Purpose: Any lawful activity.

Notice of Qualification of Elah Capital Management LLC. Authority filed with NY Dept. of State on 3/16/15. Office location: NY County. Princ. bus. addr.: 888 7th Ave., 6th Fl., NY, NY 10019. LLC formed in DE on 1/21/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: 3 Flower Farm Lane, Westport, CT 06880. DE addr. of LLC: 615 S. DuPont Hwy., Dover, DE 19901. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: any lawful activity.

Notice of Formation of 220 RSB 10MN, L.L.C. Arts. of Org. filed with NY Dept. of State on 6/29/15. Office location: NY County. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: P.O. Box 1226, NY, NY 10150. Purpose: all lawful purposes.

Notice of Formation of Elyse Goldberg Art Advisory, LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 5/28/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: 37 W. 89th St., NY, NY 10001. Purpose: any lawful activity.

Notice of Formation of Rolan Music Group LLC. Arts. Of Org. filed with Secy. Of State of NY (SSNY) on 07/15/2015. Office location: NY County. Aurora SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC, 2159 First Avenue #2E, New York City, New York 10029. Purpose: Any lawful activity.

Notice of Qualification of 2255 Broadway Tenant, L.L.C. Authority filed with NY Dept. of State on 6/18/15. Office location: NY County. Princ. bus. addr.: 1001 Pennsylvania Ave. NW, Washington, DC 20004. LLC formed in DE on 5/14/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: c/o The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

Notice of Formation of TOTEME HOLDING LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 06/15/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC, 180 Varick St., Ste. 408, NY, NY 10014. Purpose: Any lawful activity.

RP Public Relations, LLC Art of Org filed with Secretary of State of New York (SSNY) on March 9, 2015. Office location: New York County. SSNY is designated as agent of LLC upon whom process against it may be served. The registered agent of the company upon whom and at which process against the company can be served is United States Corporation Agents, INC. 7014 13th Avenue, Suite 202 Brooklyn, NY 11228.

Notice of Formation of XALBER, LLC. Arts. of Org. filed with NY Dept. of State on 5/28/15. Office location: NY County. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to the principal business address: c/o Salon Marrow Dyckman Newman & Broudy LLP, 292 Madison Ave., 6th Fl., NY, NY 10017, Attn: Stuart Newman, Esq. Purpose: any lawful activity.

Notice of Formation of HMA Advisors, LLC. Arts. of Org. filed with NY Dept. of State on 6/12/15. Office location: NY County. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: 1133 Ave. of the Americas, Suite 2810, NY, NY 10036, principal business address. Purpose: all lawful purposes.

NOTICE: Art. of Organiz. of MONTIE MILLS MEEHAN, PH.D., PSYCHOLOGIST PLLC filed 6/2/15 w/ NY Sec. of State ("SOS"). PLLC's office in NY County. Street address of PLLC is 39 Broadway, Suite 3600, NY, NY 10006. SOS is designated agent of PLLC for service of process. SOS to mail copy of any process against PLLC to Richard J. Miller, Jr., Esq., Morris & McVeigh LLP, 767 Third Ave., New York, NY 10017 within or without NY State. No regis. agent. PLLC managed by 1 or more members. Purpose: any lawful act/activity which PLLCs may be organized.

Notice of Qualification of 2255 Broadway Property Owner, L.L.C. Authority filed with NY Dept. of State on 6/18/15. Office location: NY County. Princ. bus. addr.: 1001 Pennsylvania Ave. NW, Washington, DC 20004. LLC formed in DE on 5/7/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: c/o The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

Notice of Qualification of Domani Studios, LLC. Authority filed with NY Dept. of State on 6/18/15. Office location: NY County. Princ. bus. addr.: 45 Main St., #206, Brooklyn, NY 11201. LLC formed in DE on 4/24/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

PITKIN ESTATES LLC Articles of Org. filed NY Sec. of State (SSNY) 3/27/15. Office in NY Co. SSNY desig. agent of LLC upon whom process may be served. SSNY shall mail copy of process to Erol H. Bugdaykay, 267 E. 10th St., Apt#3, NY, NY 10009, which is also the principal business location. Purpose: Any lawful purpose.

167 West 72, LLC. Art. of Org. filed with the SSNY on 11/17/11. Office: New York County. SSNY designated as agent of the LLC upon whom process against it may be served. SSNY shall mail copy of process to the LLC, c/o Trinidad Hidalgo, 80 Central Park West, Apartment 22F, New York, NY 10023. Purpose: Any lawful purpose.

Notice of Formation of HAMMY FEATURES LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 02/18/10. Office location: NY County. Princ. office of LLC: Elizabeth Van Meter, 340 Haven Ave., #4S, NY, NY 10033-5365. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. Purpose: Any lawful activity.

Notice of Qualification of 144-150 West 34th Street EAT LLC. Authority filed with NY Dept. of State on 5/15/15. Office location: NY County. Princ. bus. addr.: 210 Route 4 East, Paramus, NJ 07652. LLC formed in DE on 5/14/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: any lawful activity.

Notice of Qualification of 250 WATER MANAGER, LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 07/01/15. Office location: NY County. LLC formed in Delaware (DE) on 06/29/15. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to c/o Megalith Capital Management LLC, One Grand Central Pl, 60 E. 42nd St., Ste. 3100, NY, NY 10065. DE addr. of LLC: c/o Corporation Service Co., 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Cert. of Form. filed with Jeffrey W. Bullock, DE Secy. of State, Townsend Bldg., 401 Federal St., Ste. 3, Dover, DE 19901. Purpose: Any lawful activity.

BIGULI, LLC Articles of Org. filed NY Sec. of State (SSNY) 04/28/2015. Office in NY Co. SSNY desig. agent of LLC upon whom process may be served. SSNY shall mail copy of process to 401 E. 64th St., Apt, 3B, NY, NY 10065. Purpose: Any lawful purpose.

Notice of Qual. of 196 Orchard Mezz Funding LLC, Auth. filed Sec'y of State (SSNY) 3/20/15. Office loc: NY County. LLC org. in DE 3/12/15. SSNY desig. as agent of LLC upon whom proc. against it may be served. SSNY shall mail copy of proc. to NRAI, 111 Eighth Ave., NY, NY 10011, the Reg. Agt. upon whom proc. may be served. DE office addr.: 160 Greentree Dr., Ste. 101, Dover, DE 19904. Cert. of Form. on file: SSDE, Townsend Bldg., Dover, DE 19901. Purp: any lawful activities.

Notice of Formation of Corporate Art Solutions, LLC. Arts. of Org. filed with NY Dept. of State on 7/14/09. Office location: NY County. Princ. bus. addr.: 61 W. 9th St., NY, NY 10011. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o Alexander Glauber, 135 W. 15th St., Apt. 3R, NY, NY 10011, regd. agent upon whom process may be served. Purpose: all lawful purposes.

MCDW ARCHITECTURE, P.L.L.C. Articles of Org. filed NY Sec. of State (SSNY) 5/1/15. Office in NY Co. SSNY desig. agent of LLC upon whom process may be served. SSNY shall mail copy of process to 530 E. 84th St., Apt. 5S, NY, NY 10028, which is also the principal business location. Purpose: To practice Architecture.

NOTICE OF FORMATION OF 40 X HOLDING LLC. Arts of Org filed with Secy of State of NY (SSNY) on 6/2/15. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to principal business address: 66 Pearl St. Ste 405, NY NY 10004. Purpose: any lawful act.

Notice of Formation of Rockaway Ave Canarsie Storage LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 03/11/14. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: 135 Wooster St., 3rd Fl., NY, NY 10014, Attn: Adam I. Gordon. Purpose: any lawful activities.

Notice of Qualification of BHRAC-AC LLC. Authority filed with Secy. of State of NY (SSNY) on 05/04/15. Office location: NY County. LLC formed in Nevada (NV) on 04/21/15. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: c/o CT Corporation System, 111 Eighth Ave., NY, NY 10011, also the registered agent. Address to be maintained in NV: 3566 Polaris St., Las Vegas, NV 89103. Arts of Org. filed with the NV Secy. of State, 101 N. Carson St., Ste. 3, Carson City, NV 89701. Purpose: any lawful activities.

MILLS MARTINDALE, LLC Articles of Org. filed NY Sec. of State (SSNY) 05/12/2015. Office in NY Co. SSNY desig. agent of LLC upon whom process may be served. SSNY shall mail copy of process to c/o Mills Martindale, LLC, 7 W. 96th St. #7E, NY, NY 10025, which is also the principal business location. Purpose: Any lawful purpose.

Notice of formation of Reinus Sena Holdings, LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 5/27/2015. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to principle business address: 182 East 95th St. Apt. 9J, New York, NY 10128. Purpose: any lawful act.

Notice of Formation Wellness Physical Therapy Rehabilitation P.L.L.C. Arts. of Org. filed with SSNY 2/6/15. Off. Loc.: New York County. SSNY designated as agent of LLC whom process may be served. SSNY shall mail process to: c/o Milena Reyes, P.O. Box 177, New York, NY 10028. Purpose: all lawful activities.

Notice of Qual. of 196 Orchard Funding LLC, Auth. filed Sec'y of State (SSNY) 3/19/15. Office loc: NY County. LLC org. in DE 3/6/15. SSNY desig. as agent of LLC upon whom proc. against it may be served. SSNY shall mail copy of proc. to NRAI, 111 Eighth Ave., NY, NY 10011, the Reg. Agt. upon whom proc. may be served. DE office addr.: 160 Greentree Dr., Ste. 101, Dover, DE 19904. Cert. of Form. on file: SSDE, Townsend Bldg., Dover, DE 19901. Purp: any lawful activities.

Notice of Qualification of MODA YOGA, LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 06/16/15. Office location: NY County. LLC formed in Delaware (DE) on 01/05/15. Princ. office of LLC: 1298 Madison Ave., Second Fl., NY, NY 10128. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the princ. office of the LLC. DE addr. of LLC: 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Cert. of Form. filed with DE Secy. of State, 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qual. of 184 Kent Mezz Funding LLC, Auth. filed Sec'y of State (SSNY) 3/26/15. Office loc: NY County. LLC org. in DE 3/17/15. SSNY desig. as agent of LLC upon whom proc. against it may be served. SSNY shall mail copy of proc. to NRAI, 111 Eighth Ave., NY, NY 10011, the Reg. Agt. upon whom proc. may be served. DE office addr.: 160 Greentree Dr., Ste. 101, Dover, DE 19904. Cert. of Form. on file: SSDE, Townsend Bldg., Dover, DE 19901. Purp: any lawful activities

Notice of Formation of EAST SIDE HOMESTEAD LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 05/29/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Corporation Service Co., 80 State St., Albany, NY 12207. Purpose: Any lawful activity.

Notice of Qualification of 71-34 AUSTIN STREET RETAIL LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 06/15/15. Office location: NY County. LLC formed in Delaware (DE) on 06/15/15. Princ. office of LLC: c/o CORIGIN, Attn: Spencer Romoff, 505 Fifth Ave., NY, NY 10017. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. DE addr. of LLC: c/o Corporation Service Co., 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Cert. of Form. filed with Secy. of the State of DE, Corp. Dept., Loockerman & Federal Sts., Dover, DE 19901. Purpose: Any lawful activity.

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Tortillas on the rise in New York

Continued from Page 4

demographic shift that has turned Latinos into the second-largest population group in the country (after whites)—and made the tortilla the fastest-growing segment of the baking industry, accounting for \$4 billion annual sales in the U.S., according to market-research firm IbisWorld.

In New York, the number of Mexican restaurants has expanded by 13% in the past five years, to 918, said market-research company CHD Expert. With them, the demand for tortillas has grown.

Although some restaurateurs make their own tortillas, a third of them turn to Daniel Barbone. He is president of Best Mexican Foods, a tortilla supplier based 60 miles northwest of the city in Chester, N.Y., that he co-owns with his brother. The 39-employee family business, which Mr. Barbone said has under \$20 million in annual revenue, sells tortillas to 350 restaurants in the city, including Maz Mezcal, Cancun, Dos Caminos and Arriba Arriba, said Mr. Barbone.

It started with a station wagon

Their parents, California transplants, started the business as a taco stand on 34th Street in Manhattan in 1968—a tale Mr. Barbone loves to tell. By 1972, they were supplying tortillas to six local restaurants in the city.

His father “started with a station wagon and carrying tortillas on the subway,” said Mr. Barbone.

As demand grew, Best Mexican Foods ramped up its tortilla-making

operations in the early ’80s. But given the high cost of rent and labor locally, it eventually switched to using outside suppliers, such as La Colonial Tortilla Products in Monterey Park, Calif., which had the scale to churn them out more cost-effectively. Mr. Barbone also turned to makers in Georgia and South Carolina, where manufacturing is cheaper, as well as a handful of local suppliers.

‘It’s a tough business—the margins are small’

Despite the uptick in demand for tortillas—and Mexican food generally—only a handful of makers can earn enough to afford the premium spent on rents and labor. New York state is home to only 1.6% of the tortilla manufacturers in the country, according to IbisWorld. The largest concentration is in Texas, with 32%, and California, with 23%.

“Tortilla making is a tough business because the margins are small,” said Jessamyn Rodriguez, CEO of Hot Bread Kitchen. “You have to make a lot of them.”

Hot Bread Kitchen sells tortillas made with local, nongenetically modified corn to fund job training

for foreign-born and minority women. The company spent \$150,000 on commercial equipment so it could make 250 tortillas an hour; it then charges \$4 for a 12-pack. Most tortillas sell for 7 cents to 15 cents each.

Trio of manufacturers

The database of *Manufacturers’ News*, a publisher of industrial directories, has identified just three

local tortilla manufacturers: Imperador Aztec Foods, in Richmond Hill, Queens; Tortilleria Nixtamal in Corona, Queens; and Tortilleria Chinantla in Brooklyn. Each has fewer than 20 employees. The city’s Economic Development Corp. counts five makers, all in Brooklyn and Queens, where space is cheaper.

Still, bakeries, including tortilla makers, now make up more than three-quarters of the city’s fast-growing food and beverage sector, according to a recent report by Evergreen and the Pratt Center for

Community Development.

These bakeries know that the key to a good tortilla is freshness. “When we have local sources 30 miles away, those tortillas come hot and fresh and beautiful,” said Mr. Barbone, who quickly dispatches these tortillas on one of his city-bound trucks. Insistent restaurateurs in Manhattan—even those running tiny eateries—won’t hesitate to ask him, “Can you get them on the afternoon truck?”

“In Manhattan, it’s a frenzy of activity,” he said. “We’ll make 100 drops a day.” ■



FRESHLY MADE: With a dearth of manufacturers, restaurants like Otto’s Tacos have taken to making their own tortillas.

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PUBLIC & LEGAL NOTICES

Notice of Qualification of Granite 230 Garage LLC. Authority filed with NY Dept. of State on 6/2/15. Office location: NY County. Princ. bus. addr.: 214 W. 39th St., Ste. 1200, NY, NY 10018. LLC formed in DE on 3/31/15. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: all lawful purposes.

Notice of Formation of FDR CAPITAL LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 06/04/15. Office location: NY County. Princ. office of LLC: 545 Fifth Ave., 8th Fl., NY, NY 10017. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the princ. office of the LLC. Purpose: Any lawful activity.

Notice of Formation of Derby Copeland Management, LLC. Arts. of Org. filed with NY Dept. of State on 5/14/15. Office location: NY County. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to the principal business address: Davidoff Hatcher & Citron LLP, 605 3rd Ave., NY, NY 10158, Attn: Larry Hatcher, Esq. Purpose: any lawful activity.

Notice of Qualification of Rivington Street Investors LLC. Authority filed with Secy. of State of NY (SSNY) on 06/01/15. Office location: NY County. LLC formed in Delaware (DE) on 05/06/15. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: c/o Slate Property Group LLC, 850 Third Ave., Ste. 16B, NY, NY 10022, Attn: Martin Nussbaum. Address to be maintained in DE: National Registered Agents, Inc., 160 Greentree Dr., Ste. 101, Dover, DE 19904. Arts of Org. filed with the DE Secy. of State, 401 Federal St., Dover, DE 19901. Purpose: any lawful activities.

Notice of Formation of 103 HAND LANE, LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 05/27/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Kensico Properties, 509 Madison Ave., 2nd Fl., NY, NY 10022. Purpose: Any lawful activity.

Notice of Formation of CAROLINE Z. HURLEY LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 02/20/15. Office location: NY County. Princ. office of LLC: 79 Barrow St., #4B, NY, NY 10014. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to c/o Maureen W. McCarthy, Esq., 362 Pacific St., #2, Brooklyn, NY 11217. Purpose: Any lawful activity.

NOTICE OF FORMATION OF LIMITED LIABILITY COMPANY. NAME: 237 WEST 54 OWNER, L.L.C. Application for Authority was filed with the Secretary of State of New York (SSNY) on 01/24/14. The LLC was originally filed with the Secretary of State of Delaware on 05/31/11. Office location: New York County. SSNY has been designated as agent of the LLC upon whom process against it may be served. SSNY shall mail a copy of process to the LLC, 3 Columbus Circle, 23rd Floor, New York, New York 10019. Purpose: For any lawful purpose.

Notice of Formation of SPG Bedford Courts LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 05/11/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: The LLC, c/o Slate Property Group LLC, 850 Third Ave., Ste. 16-B, NY, NY 10022, Attn: Martin Nussbaum. Purpose: any lawful activities.

Notice of Formation of FIXED INCOME OPPORTUNITIES NB LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 06/08/15. Office location: NY County. Princ. office of LLC: 605 Third Ave., 22nd Fl., NY, NY 10158. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Corporation Service Co., 80 State St., Albany, NY 12207-2543. Purpose: Any lawful activity.

STIM PRO, LLP Notice of Reg. Filed with NY Sec. of State (SSNY) 5/7/2014. Office in NY County. SSNY is designated agent of LLP upon whom process may be served. SSNY shall mail copy of process to 65 Bank St., Ste. A, NY, NY 10014, also the principal business location. Purpose: To practice Law.

Notice of Qualification of LT PALISADES LEASEHOLD LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 06/23/15. Office location: NY County. LLC formed in Delaware (DE) on 06/15/15. Princ. office of LLC: Theresa Gladstein, Saks Fifth Avenue, 12 E. 49th St., NY, NY 10017. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. DE addr. of LLC: 2711 Centerville Rd., Ste. 410, Wilmington, DE 19808. Cert. of Form. filed with Jeffrey W. Bullock, DE Secy. of State, John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Formation of Bullets Over Broadway Musical Stock & Amateur LLC. Arts. of Org. filed with NY Dept. of State on 5/21/15. Office location: NY County. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: Joel Faden, c/o MLM, 250 W. 57th St., 26th Fl., Penthouse, NY, NY 10107, principal business address. Purpose: all lawful purposes.

Notice of Qualification of LT MANHASSET LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 06/23/15. Office location: NY County. LLC formed in Delaware (DE) on 06/15/15. Princ. office of LLC: Theresa Gladstein, Saks Fifth Avenue, 12 E. 49th St., NY, NY 10017. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. DE addr. of LLC: 2711 Centerville Rd., Ste. 410, Wilmington, DE 19808. Cert. of Form. filed with Jeffrey W. Bullock, DE Secy. of State, John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Formation of Bremond King Davis LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 5/29/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: c/o Asian Americans for Equality, Inc., 2 Allen St., NY, NY 10002. Purpose: any lawful activity.

Notice of Formation of MVW GROUP LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 05/04/15. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Tarter Krinsky & Drogin LLP, Attn: David J. Pfeffer, 1350 Broadway, 11th Fl., NY, NY 10018. Purpose: Any lawful activity.

Parking fix for drivers

Continued from Page 4

hattan. That trend promises to make parking in expensive, hard-to-park areas even harder and pricier.

Long term vs. on demand

But the worse it gets, the better it is for the valet services.

"We are seeing pockets of New York where parking lots are being completely wiped out, and residents and commuters are being left without an option," said Pooja Dhargalkar, general manager of Luxe in New York. "This is one of the reasons Luxe exists."

Luxe valets riding kick scooters or skateboards provide the muscle for the operation, picking up cars at designated drop-offs and retrieving them for their return, which could be anywhere within the operating zone. (Tucked into a bag, scooters and boards go along for the ride.) Logistics technology provides the brains—routing the valets to the nearest available parking spaces.

Pricing models vary among the companies. San Francisco-based Zirx, which launched in downtown Brooklyn and Dumbo in June and will soon be operating in Manhattan, charges a flat \$15 fee for daily parking. Luxe charges \$7 per hour, up to \$30 for the day, in Manhattan, and \$5 an hour, up to \$15, in Williamsburg.

Luxe's long-term parking option costs about \$400 a month in Manhattan—where average prices are

well north of \$500. It charges around \$250 in Brooklyn. Zirx's long-term service costs about \$200.

Other services the startups provide include fueling and car washes—for a fee.

Both Luxe and Zirx have substantial venture-capital backing and operations in a half-dozen cities. And though neither would disclose its finances, they see plenty of room for growth and profits.

"Parking is a \$41 billion industry globally, and there has not been a whole lot of technological innovation over the past 10 years," said Zirx founder and Chief Executive Sean Behr. He noted that the last company where he worked, Adap.tv, was bought for \$450 million, and the one before that, Shopping.com, sold for more than \$600 million. "This company is growing faster than either of those ever did," he said.

But New York may prove more difficult to tame than the other cities where the two startups operate, which include San Francisco, Los Angeles and Seattle. New York-based Valet Anywhere, which launched here last August, is phasing out its daily, on-demand valet service, and focusing exclusively on long-term parking for all of Manhattan and parts of Brooklyn.

The company found that most car-owning New Yorkers leave their vehicles untouched until Thursday or Friday, and that weekday users are mainly interested in bargains, including those offered by parking apps like ParkWhiz and SpotHero.

"The actual operating margins for the on-demand business are just super-low—even at volume, even at 500 cars a day, when you take into account customer acquisition costs, labor and parking," said Robert Kao, Valet Anywhere's co-founder and CEO. "It's nowhere near as profitable or healthy as long-term parking. On top of that, those people who are driving in for a few hours, they're looking for whatever is the cheapest alternative, and that's not a game I want to play."

Room to grow

Valet Anywhere now has more than 600 long-term customers paying between \$350 and \$400 a month depending on their plan, and Mr. Kao is projecting the company will be operating at a \$6 million annual revenue rate by the end of the year.

Both Zirx and Luxe acknowledge that New York could prove to be a different sort of beast than the other cities where they operate. But they think the problems they're addressing are universal, and that both long-term and on-demand parking will be welcomed.

"People would actually love to" use their cars more during the week, said Brian Ascher, a partner at the venture-capital firm Venrock, which led a \$20 million Series A round for Luxe in February. "The thought of dealing with parking holds them back." ■



ON THEIR WAY: Luxe workers use skateboards to meet customers where they are and then park their cars.

BETTER WAYS TO PARK

LUXE

Valet service in Manhattan between 96th Street and 57th Street, river to river, and in Williamsburg, Brooklyn. In Manhattan, Monday to Thursday, 7 a.m. to 9 p.m.; Friday to Sunday, 10 a.m. to 10 p.m. Brooklyn goes later. Long-term parking drop-offs until 11 p.m. daily.

SPOTHERO, PARKWHIZ, PARKINGPANDA

Apps for finding and reserving spots in garages and lots. Cheaper than valet service and 24/7. "People drive the cars themselves, so we can always offer a better price," said SpotHero CEO Mark Lawrence.

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Valet service and long-term parking, in Brooklyn. Monday to Friday only, 7 a.m. to 7 p.m.

—MATTHEW FLAMM

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Source: Center for Health Workforce Studies



JEFF PRICE isn't fretting. He knows where the royalties are hidden.

GOTHAM GIGS

Music's broken pay model

Jeff Price finds missing money for songwriters

Musicians don't get 17% of what they're entitled to

Jeff Price has collected hundreds of thousands of dollars in missing royalties for songwriters from Bob Dylan to James Taylor. The Audiam CEO found the money only because he's obsessed. ¶ "I'm like Rain Man when it comes to copyright," he said. And people do zone out when he describes Audiam. "It's a mechanical royalty-collection agency built specifically for streaming-rights management," he said. "The problem with that sentence is I just put half the world to sleep." Audiam's midtown-based staff of eight finds the nickels and dimes in mechanical royalties lost or misplaced because of bad data and gets them to the right songwriters and publishers. ¶ "I have seen Bing Crosby singing 'White Christmas,' and every time that streamed, Eric Clapton's publisher was getting paid for the song 'White Room' by the band Cream," Mr. Price said. "The digital music services built no infrastructure to

pay the songwriters." ¶ Mr. Price, 48, has spent his life learning about royalties, starting with the indie label spinArt Records, which he founded in his bedroom in 1991. The ex-DJ helped build digital music pioneer eMusic, and in 2008 founded TuneCore, an online music distribution service that has helped masses of artists make money from downloads and streams. Forced out with the other founders in 2012 by a backer, he began Audiam a year later to help songwriters and publishers get paid by YouTube. ¶ Last year, he expanded to Spotify and others, and recently to Apple Music. He estimates composers miss 17% of what they're entitled to. Audiam keeps a portion of what it collects. ¶ While he fears streaming services may never pay decent sums, Mr. Price is mapping the global music industry to get clients what they're owed. "I can create the efficient pipeline," he said. —MATTHEW FLAMM

EXECUTIVE MOVES



Real Estate Board of New York: James Whelan, 51, was promoted to executive vice president. He was previously senior vice president for public affairs.

Barnes & Noble Inc.: Ronald D. Boire, 54, was promoted to chief executive of the bookseller's retail business, effective Sept. 8. He was previously president, chief executive and a member of the board of directors for Sears Canada Inc.

Jaime M. Carey, 54, was promoted to chief operating officer. He was previously chief merchandising officer.

Michael P. Huseby, 60, was promoted to executive chairman of Barnes & Noble Education. He was previously chief executive.

Con Edison: Kyle Kimball, 42, joined as vice president of government relations, effective in August. He was previously president of the New York City Economic Development Corp.



American Society of Mechanical Engineers: Julio Guerrero, 52, joined as president. He will continue as principal, R&D and business development, in the

Energy Division at Draper Laboratory.

New York Institute of Technology: Monte N. Redman, 64, joined as a member of the university's board of trustees. He continues as president and chief executive of Astoria Bank.

CohnReznick: Kevin Clancy, 47, was promoted to a member of the executive board at the accounting, tax and advisory firm. He continues as a partner, national director of the advisory group's restructuring and litigation advisory practices, and managing partner of the Edison, N.J., office.

JPMorgan Chase: Stephen Cutler, 53, was promoted to vice chairman. He was previously general counsel.

Fresh Air Fund: Fatima A. Shama, 41, joined the nonprofit as executive director. She was previously vice president of strategic development and external affairs at Maimonides Medical Center.

Closed Loop Fund: Rob Kaplan, 36, joined the recycling investment platform as managing director. He was previously director of sustainability at Wal-Mart Stores Inc.



Shapiro+Raj: Kim Mizrahi, 49, was promoted to managing director at the marketing firm's pharmaceutical practice, CarbonSix. She was previously a director.

NYU Polytechnic School of Engineering: Pat Sapinsley, 62, joined the school's Urban Future Lab as managing director of Cleantech Initiatives. She was previously chief executive of Watt Not and president of Build Efficiently.

SOURCE MEETING:

Interview by Aaron Elstein

DAVID STEINBERG

New York's next billion-dollar startup?

Curtis Mallet-Prevost Colt & Mosle: *Kate Fairweather*, 47, was promoted to director of business development and marketing at the law firm. She was previously director of business development and marketing for Europe, the Middle East and Africa.

Andaz Wall Street: *Parvaneh Miller*, 31, joined the hotel as director of sales and marketing. She was previously director of sales and marketing at the Andaz Savannah.

Lighthouse eDiscovery: *Brian Morrison*, 38, joined the tech consulting firm as director of business development. He was previously senior e-discovery consultant at DTI.



Madison International Realty: *Andrew Schaffler*, 33, joined as director of listed real estate securities. He was previously vice president and associate portfolio manager of U.S. real

estate separate accounts at Cohen & Steers Capital Management.

William Vale: *Mark Speranza*, 53, joined the Brooklyn hotel as director of sales and marketing. He was previously director of New York region memberships for Club Quarters.

Brown Harris Stevens Residential Management: *Gregory Zammit*, 42, was promoted to senior vice president of management accounting at the real estate company. He was previously vice president and accounts-receivable supervisor.

Community Preservation Corp.: *Lawrence Hammond*, 55, joined the nonprofit lender as vice president and mortgage officer. He was previously vice president and relationship manager at Popular Community Bank.

Christopher Schilling, 39, joined as a mortgage officer in the Freddie Mac team. He was previously director of the New York office for Love Funding.

Faithful+Gould: *Saeid Garebaglow*, 53, joined the project and program management consultancy as vice president of corporate real estate. He was previously vice president of Americas project management at Morgan Stanley.

Curvature: *Linda York*, 49, joined the enterprise hardware company as vice president of global services and channels. She was previously an executive consultant at Dell.

SGW Properties: *Neil Stern*, 34, joined the real estate company as vice president of corporate development. He was previously director of marketing for Senior Planning Services.

Rafanelli Events: *Lauren Simmons*, 33, joined the planning and design company as event producer. She was previously director of event marketing for MTV 360 at Viacom Media Networks.

McGuireWoods: *Seth Borden*, 44, joined the law firm as a partner. He was previously a partner at McKenna Long & Aldridge.



Paul Hastings: *Eugene Ferrer*, 50, joined the law firm as a partner in its finance practice. He was previously a managing partner at Ashurst.

Loeb & Loeb: *Jason Lilien*, 44, joined the

law firm as a partner in its charitable-giving and tax-exempt organizations practice. He was previously a partner at Zuckerman Spaeder.

—CARLY APAR

EXECUTIVE PROMOTIONS

The fastest way to get an announcement into *Crain's* is to submit online. Fill out the form at www.crainnewyork.com/section/executive_moves. The Executive Moves column is also available online.

David Steinberg, 45, is founder and chief executive of Zeta Interactive, a digital marketing company that culls through reams of data to help companies find new customers and keep existing ones. Zeta generated more than \$100 million in revenue last year and is projected to grow by an additional 40% in 2015.

A serial entrepreneur, Mr. Steinberg started four other companies before launching 700-

employee Zeta. The company's board includes John Sculley, the former Apple CEO, and Robert Niehaus, a former senior investment banking executive at Morgan Stanley.

On July 15, Zeta raised \$125 million in debt and equity from several investors, including FS Investment Corp. and an affiliate of GSO Capital Partners, which is owned by Blackstone Group. Zeta's clients include Con Edison, Martha Stewart Living Omnimedia, T-Mobile USA and Sony Pictures Entertainment.

Mr. Steinberg's job is to try to get a larger piece of a fast-growing \$50 billion digital ad revenue pie. Magna Global, a research firm owned by ad giant Interpublic Group, forecasts that digital ads are on track to surpass TV revenue in the U.S. by 2017.

What exactly does your company do?
We are one of

the larger providers of big data and analytics out there. That means we work with companies—over 700 of them—to look through big amounts of data to help them identify potential customers, maintain them and monetize them. Our competitors are places like IBM, Oracle, Salesforce and Adobe.

A lot of hot technology companies these days are "unicorns" worth \$1 billion or more. Your company is big and growing. Is it a unicorn?

I've been told we'd be one, but the truth is, because we're profitable we haven't *had* to raise money. So I don't know for sure. There are a lot of unicorns out there run by a lot of friends of mine, and we like to think we're one, too.

"Big data" is a term that alarms a lot of people. How do you ensure personal information doesn't get into the wrong hands?

Well, first of all, we're not pulling data out of Facebook or Twitter to see what people are talking about. We've got a database with 350 million people who have opted in, and we generate more proprietary data when people click on ads that we manage. Here's an example of what we do: A company will come to us and ask us to find, say, individuals ages 25 to 54 who live in certain areas, own homes and so on. We might have 7 million people on our database who match that criteria, and the company can then craft ads or offers directed at those people.

A business like yours doesn't have to be headquartered in New York. What attracts you to the city?

It's simple: Every great business is based on amazing human capital, and there is more of that here than anywhere. We feel New York is the center of data, analytics and marketing. All the hubs are here. And that enables us to be everywhere.

What's your sales pitch to potential customers?

I'll go to a Fortune 1000 company and say, "Use our data, and if we can't lower your customer acquisition costs by 25%, we'll give you money back."

What other businesses have you run?

I spent 17 years in the wireless busi-

ness, starting a company in my basement called Sterling Cellular when I was 20. I made so many mistakes. But we picked the right market and sold it to Southwestern Bell, which became AT&T. Then I started a telemarketer of wireless products and services also called Sterling because, clearly, I had limited capacity to come up with names. I then started InPhonic, which sold wireless phones, and took it public in 2004.

In 2007, that company filed for bankruptcy. What happened?

We borrowed money to buy back stock, and when the market went south, we didn't have the money to pay it back. That was a big mistake I won't make again. We have substantially better processes and controls than at my last company.

'I can do math equations into the billions in my head, but I can't spell "cat"'

How has your management style changed over the years?

One thing I've learned is to delegate better. When I started out, I wouldn't let anyone do anything unless I approved it first. I've been CEO for five companies over 25 years, so I have the experience of someone who's much older. I've also gotten better at finding the right people. Zeta's chief operating officer [Steven Gerber] came out of Bain & Co. with an M.B.A. from Columbia. He's the best I've ever had. I focus on sales and strategy and customer relationships and capital formation. He does the day-to-day operations.

How did you overcome being dyslexic?

It was very hard for me when I was young. I can do math equations into the billions in my head, but I can't spell "cat." I ask my kids how to spell all the time. ■

PLAY/LIST People, places and things that make David Steinberg tick

EARLY START:

Mr. Steinberg launched his first business at age 16, touting Hamptons nightclubs such as the Polo Club, the Cowboy Club and Danceteria. "I promoted parties out there and made money," he said.

FAMILY ROOTS:

His interest in marketing and running his own company was sparked by his stepfather, Irv Siegel, who in 1962 launched a direct marketer called Getting to Know You International. The firm was later merged into

Welcome Wagon.

SELLING SMARTS:

Before getting into the wireless business, Mr. Steinberg sold policies to self-employed people for insurer PennCorp Financial. "I learned the

hard way how to sell," he recalled.

DYSLEXIA FIX:

"The iPhone has a voice-to-text feature, so when I can't spell a word, I say it. Technology has caught up with my problem."



BOBBY ZARIN and his wife, **JILL ZARIN**, a former star of *Real Housewives of New York*, at the July 11 Hamptons event.

A fundraiser for the Samuel Waxman Cancer Research Foundation, known as A Hamptons Happening, marked its 11th anniversary recently by bringing in a record \$500,000-plus. Founded in 1976, the organization has raised more than \$90 million since its inception. This year, Bobby Zarin, chairman of Zarin Fabrics, was an honoree at the event, held at the Bridgehampton estate of Maria and Kenneth Fishel. More than \$100,000 of the money raised will go to a thyroid-cancer research grant established by the Zarins and the foundation. Mr. Zarin is a thyroid-cancer survivor.

MARC LEDER, co-CEO of Sun Capital Partners Inc., and WCBS-TV news anchor **CHRIS WRAGGE** at the fundraiser to fight cancer.



MARIO PECORARO and **CHRISTINE ARLOTTA**, co-owners of artisanal olive-oil maker Arlotta Food Studio, at the Waxman fete.



Hunter College President **JENNIFER RAAB**, Hunter alumna **CONSTANCE WRIGHT** and her son, New York State Assemblyman **KEITH WRIGHT**, at a July 8 reception for the college's supporters and advisers.



Interior designer **CYNTHIA CLIFT** and **DAVID WASSONG**, managing director and co-head of private equity at Soros Fund Management, at the July 12 Parrish event, which raised more than \$1 million.

Former Mayor **DAVID DINKINS** and **SHYAMA VENKATESWAR**, director of Hunter's Roosevelt House Public Policy Institute, at the college's event. It was held at 47-49 E. 65th St., which was once the home of Franklin and Eleanor Roosevelt.



H. PETER HAVELES, president of the Parrish Art Museum's board of trustees and a partner at law firm Kaye Scholer, **TERRIE SULTAN**, the museum's director, and **FREDERIC SEEGAL**, chairman of the Parrish's board and a vice chairman at investment bank Peter J. Solomon Co., at a fundraiser for the Water Mill, L.I., museum.



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